A RESOLUTION ADOPTING A COUNCIL POLICY REGARDING COMMUNITY GUN VIOLENCE REDUCTION BLUEPRINT AND CODIFYING SUCH POLICY

(Equity and Engagement Department)

WHEREAS, at the December 14, 2021, Study Session (SS 2021-037), Council directed staff to create an Equity and Engagement Department and reviewed the draft Community Gun Violence Reduction Blueprint dated December 2021; and

WHEREAS, the Council has established a new City Department entitled the Equity and Engagement Department on January 18, 2022, in Council Bill No. 2022-001, and provided for the funding and staffing of the Department, whose function includes the promotion of gun violence reduction and the implementation of the undertakings set forth in the aforementioned Blueprint.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF CHAMPAIGN, ILLINOIS, as follows:

Section 1. That the attached Exhibit "A", entitled "Council Policy – Community Gun Violence Reduction Blueprint" is hereby established as Council Policy for Gun Violence Reduction; provided that the estimated amounts provided in the Policy shall be as provided in the adoption of the Annual Budget from year to year and amendments thereto.

Section 2. That the Policy approved in Section 1 shall be codified as part of Volume II of the Champaign Municipal Code, 1985, as amended.

Section 3. That this Council Bill is effective immediately.

COUNCIL BILL NO. 2022-019

PASSED:	APPROVED:		
		Mayor	

City Clauly
City Clerk



COMMUNITY GUN VIOLENCE REDUCTION BLUEPRINT

[DRAFT] February 2022



COMMUNITY GUN VIOLENCE REDUCTION BLUEPRINT

[DRAFT] February 2022



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Finance Department

Kay Nees – Finance Director Courtney Kouzmanoff – Budget Officer

Special Thanks To:

Vivian Gray and Anthony B. Sullers Jr. PhD

EXECUTIVE SUMMARY

The City of Champaign **Community Gun Violence Reduction Blueprint** (the "Blueprint") will combine community mobilization, social service provision and offender-oriented responses, to address gun and interpersonal violence affecting the City of Champaign. The Blueprint will focus on integrating *prevention activities* with *intervention programs* such as mediation, conflict resolution and retaliation reduction activities.

The primary objective of the Blueprint is to identify the paths that frequently lead to interpersonal violence and homicide and closing them through early intervention. This will be done primarily by targeting high risk offenders and atrisk youth, community mobilization, conflict mediation, and providing outreach to ensure access to social services.

The Blueprint is organized around three central goals:

Goal 1: To prevent and reduce gun violence and promote community safety

- 1. Reduce interpersonal/community violence, street violence, gun violence, homicides and shootings.
- 2. Reduce the involvement of youth in groups associated with interpersonal violence and connect "at-risk" youth to positive opportunities.
- 3. Provide individuals who participate in serious violent crime with individually tailored tools, skills, and resources to lead healthy, productive lives.
- Reduce the risk of violence and retaliations by implementing offender-focused strategies which reach offenders who have rejected other forms of support and persons who are facilitating criminal activity but have not yet been convicted.
- 5. Assist persons affected by violence and conflict to overcome stress and trauma by providing them with coping tools, skills, and services to help them regain stabilization and normalcy.

- Encourage close collaboration among community-based organizations, service providers, and law enforcement to reduce the substitution of firearms for other weapons of bodily force and to reduce non-firearm violence generally.
- 7. Reduce crime and re-offending, help administrators, policymakers, employers, communities, families and individuals, and others in their efforts to reduce crime and improve reentry.

Goal 2: To enhance community engagement and support

- . To provide coordination for all programs and practices designed to reduce community violence through community-based intervention strategies and focused enforcement strategies.
- To provide a more seamless service delivery system for a broad continuum of services and reduce barriers to accessing services by those who are most in need of social services.

Goal 3: To ensure the most effective use of available and potential resources

 Ensure that financial and staff resources are used wisely, and that violence prevention interventions supported by the City of Champaign are achieving their desired outcomes and impact.

To achieve the goals and objectives of the Blueprint, the interventions will focus on addressing and reducing the following key risks:

Key Risk Factors

Individual Risk Factors:

- Victimization and exposure to violence
- Involvement in groups associated with interpersonal violence
- Involvement in at risk activities during adolescence and general delinquency involvement
- Lack of access to services that address fundamental determinants of violence such as lack of access to substance abuse treatment, anger management, access to education, and access to employment and training opportunities.
- Antisocial/delinguent beliefs
- Lack of structured activities and support

Community Risk Factors:

- Low perceived likelihood of being caught
- Low neighborhood attachment and involvement.
- Frequent truancy/absences/suspensions; being expelled from school; dropping out of school
- Family poverty
- High-crime neighborhood
- Neighborhood antisocial environments

The key activities and interventions under the Plan will include:

Community Mobilization: Involvement of community members, formerly incarcerated persons, youth involved in groups associated with community/interpersonal violence, community groups, agencies, and coordination of programs and staff functions within and across agencies.

Opportunities Provision: Implementation of a variety of programs and activities specific to education, training, and employment. The interventions and activities in this area will target individuals who are likely to be victimized by and perpetuate group and interpersonal violence, individuals with a high chance of either being shot or being a shooter in the immediate future, individuals who have a prior history of offending and arrests, individuals who are members of a group associated with interpersonal violence, individuals who have been in prison, have been the recent victim of a shooting, and individuals who are involved in "high risk" street activity and youth that participate in, or who are associated with interpersonal violence between 10 and 19 years of age.

Social Intervention: The interventions will target at risk adults, youth at risk and their families, drawing on the resources of schools, community-based organizations, grassroots groups, police, juvenile/criminal justice organizations and faith-based groups to intervene with appropriate services. Activities will include Vocational and life skills programs, family empowerment programs, behavioral

health program, parental support, afterschool and career development programs, truancy intervention/school drop-out prevention, job training development and placement through public/private partnerships, entrepreneurial training for at-risk youth, role modeling and mentoring. Activities in this area will also focus on reentry assistance to enable formerly incarcerated persons to access education, job training, employment, and other appropriate services.

Close supervision and community monitoring: Focus on identifying the most dangerous and influential members of groups responsible for interpersonal and community violence. Formal and informal social control procedures will be employed through close supervision and community monitoring of individuals who are on parole or probation, as well as those who have rejected social intervention programs. The interventions under this aspect of the Plan will also focus on individuals who are not under supervision, but who are involved or facilitating criminal activity and behaviors. Partner agencies will include agencies of the juvenile/criminal justice system, law enforcement, community-based agencies, schools, and grassroots groups.

Organizational Change and Development: Implementation of policies and procedures, within and across agencies, that result in the most effective use of resources to better address gun and community violence.

The annual costs of implementing this Blueprint is estimated at \$3.21 Million, as follows:

Summary Annual Budget	
Goal 1 - To prevent and reduce gun violence and promote community safety	\$2,739,364.50
Goal 2 - To enhance community engagement and support	\$100,000
Goal 3 - To ensure the most effective use of available and potential resources	\$355,000
TOTAL	\$3,194,364.50





GUN VIOLENCE IN CHAMPAIGN

Over the past six years, Champaign has seen an increase in gun violence that is impacting the entire community. In attempting to address the problem, Law Enforcement began to collect and analyze data to get a better understanding of the number of shooting incidents and where the shooting incidents were occurring for improved problem-solving and response. In 2020, Champaign experienced a record number of confirmed shooting incidents, shooting victims and homicides. 2020 was a year of increased community violence across the State and across the country. The City focused on confronting gun violence while also addressing the numerous matters impacting the community relating to the COVID-19 crisis.

In the City of Champaign, there were 234 confirmed shooting incidents in 2020, up from 100 in 2019. A confirmed shooting incident occurs when there is physical evidence that a shooting occurred, for example bullet casings, property damage or a wounded individual. There were 57 shooting victims in 2020, compared to 34 in 2019. Gun related homicides increased significantly also, from 2 in 2019 to 9 in 2020.

As of November 15, 2021, there have been 235 confirmed shooting incidents, up from 189 in 2020. There have been 67 shooting victims in 2021 as of the date of this report, compared to 57 in all of 2020. Gun related homicides also increased, from 9 in 2020 to 15 to date in 2021. The maps below illustrates gun violence occurring in the community dating back to 2016. The map on the following page shows the geographical locations of all shooting incidents since 2016.



2016	
Shooting Incidents	76
Victims	26
Gun-related homicides	3
Firearms Recovered by Street Crimes Task Force:	52



2017	
Shooting Incidents	61
Victims	24
Gun-related homicides	5
Firearms Recovered by Street Crimes Task Force:	80



2018	
Shooting Incidents	76
Victims	32
Gun-related homicides	7
Firearms Recovered by Street Crimes Task Force:	53



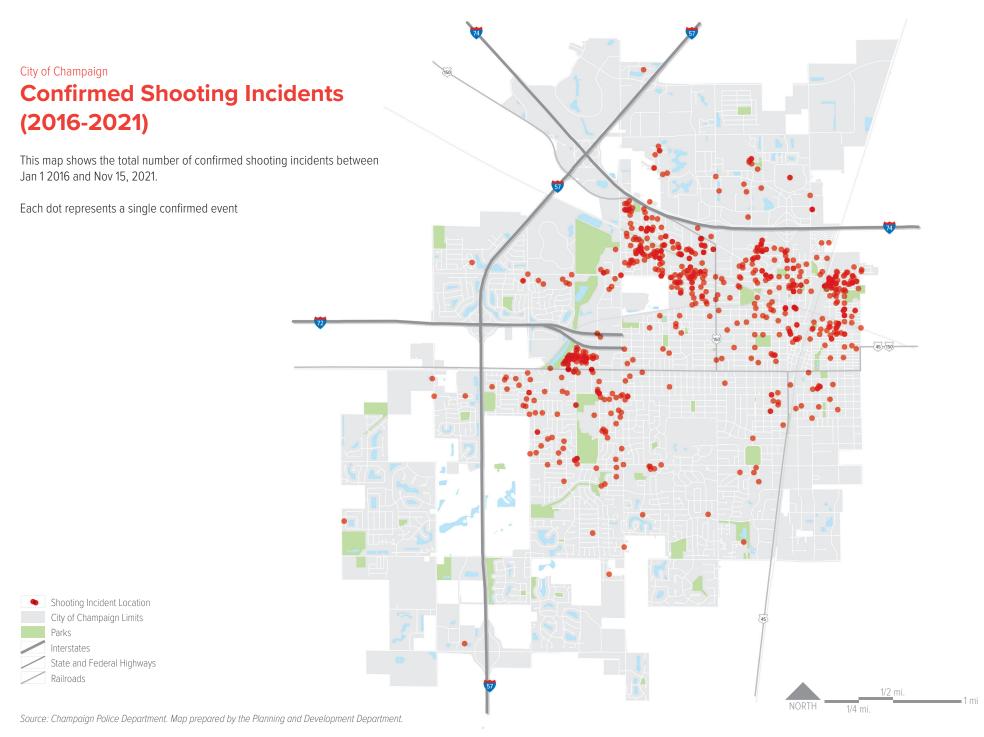
2019	
Shooting Incidents	100
Victims	34
Gun-related homicides	2
Firearms Recovered by Street Crimes Task Force:	124



2020	
Shooting Incidents	189
Victims	57
Gun-related homicides	9
Firearms Recovered by Street Crimes Task Force:	42



2021	
Shooting Incidents	234
Victims	67
Gun-related homicides	15
Firearms Recovered by Street Crimes Task Force:	83



IDENTIFYING THE ROOT CAUSES OF GUN VIOLENCE

Over the past several years, community gun violence has increased exponentially. Members of the community who advocate for greater efforts to eliminate gun violence continue to call for initiatives that address the root causes of violent behaviors. To be successful, gun violence reduction strategies must be focused on those individuals, families and neighborhoods most impacted by violence in the community. In the City of Champaign, the individuals who are most impacted by, and most likely to be involved in, gun violence are Black/African American males between the ages of 15 to mid-30's.

The local impacts of gun violence are consistent with the overall statistics as outlined by the Educational Fund to Stop Gun Violence (EFSGV), which states that "gun violence is the leading cause of death for Black/African American males under the age of 55, and the second leading cause of death for Hispanic/Latino males under the age of 34. Young Black/African American males ages 15-34 make up 2% of the U.S. population but account for 37% of all firearm homicide victims. Community gun violence disproportionately impacts Black/African American and Hispanic/Latino individuals. It occurs in public places – streets, parks, front porches – in cities across the United States, and it makes up the majority of gun homicides that occur in the United States. Most community gun violence is highly concentrated within under-resourced city neighborhoods. As a result, whole neighborhoods are exposed to and impacted by the adverse health effects of gun violence. The neighborhoods disproportionately affected by community gun violence are the same neighborhoods impacted by social and economic inequities that can be traced to racism, segregation and current discriminatory policies, like redlining, exclusionary zoning, and mass incarceration. These inequities often are at the root of community gun violence. Consequently, Black/African American and Hispanic/Latino Americans are disproportionately impacted by community gun violence."

EFSGV further emphasizes, "Community gun violence is highly concentrated in a small number of under-resourced city neighborhoods composed of predominantly Black/African American and Hispanic/Latino residents. These neighborhoods suffer from underfunded social services, few economic opportunities, and concentrated poverty."

The City has been intentional in its work to address inequity and disparities impacting individuals, families, and neighborhoods of color in other areas of City service delivery, and the City's work to eliminate gun violence must also be deliberate in addressing the disproportionate impact of violence on our communities of color. A part of the City's work has been to wrap around the entire family and neighborhoods who are impacted and traumatized by the community gun violence. Over the last several years, this work has been done in partnership with CU Trauma and Resilience Initiative (CU TRI), First Followers, the Community Violence Response Taskforce and the Youth and Family Peer Alliance.

EFSGV notes that "the trauma of community gun violence extends beyond those who are directly injured by a shooting to those in the community who are exposed indirectly as a witness. Those indirectly and directly impacted by community gun violence experience lasting impacts on health and wellbeing. Black/African American and Hispanic/Latino Americans are exposed to community gun violence – by witnessing a shooting or knowing a loved one impacted – at much higher rates than White (non-Hispanic/Latino) Americans. The widespread exposure to community gun violence impacts health, wellbeing, and development. This trauma exacerbates existing health and social inequalities and further perpetuates gun violence." EFSGV further states that if a city wants to make a change that is impactful, "Policy Makers must address the social and economic inequalities that are the root causes of gun violence in impacted communities of color." The root causes of gun violence include:

- Income inequality
- Poverty
- Underfunded public housing
- Under-resourced public services
- Underperforming schools
- Lack of opportunity and perceptions of hopelessness
- Easy access to firearms by high-risk people

A comprehensive data analysis allows an issue like community violence, which has a myriad of root causes and no single solution, to be dismantled and then tackled from multiple angles. City staff performed an analysis to overlay information about income, unemployment, housing, and race/ethnicity with information about community violence, identifying correlations that reinforce the root causes discussed above. Preliminary analysis shows that there are numerous, ongoing concerns that overlap with one another, especially related to poverty and violence. By identifying these correlations, the City and partners can best tailor the community violence response to address specific concerns in the most effective way.

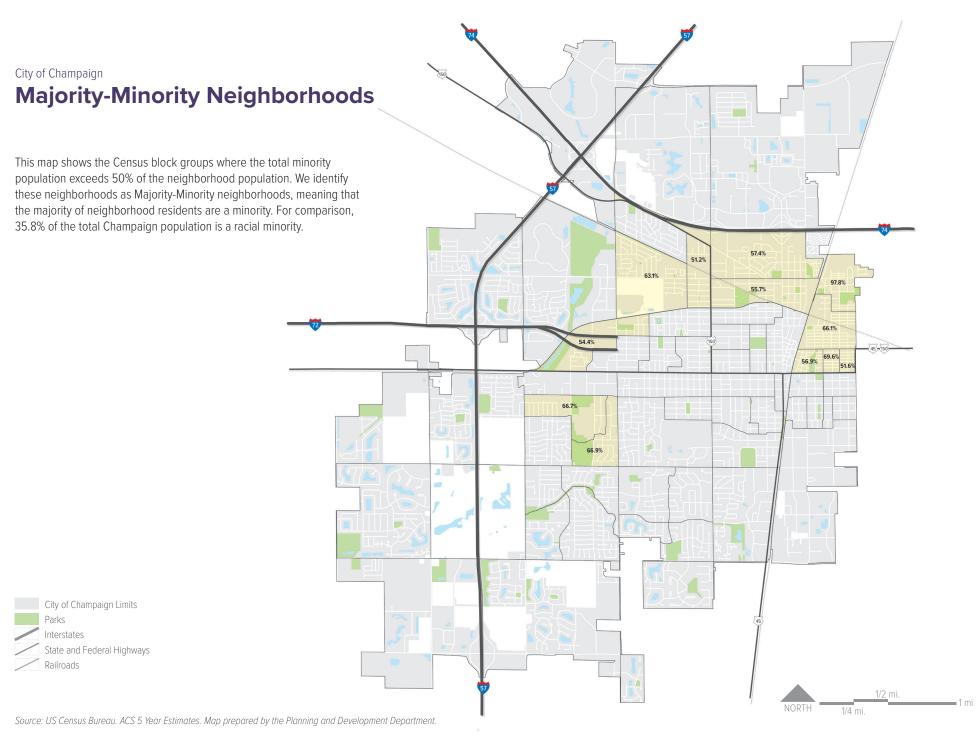
City staff developed the Complete Community Index using the data sources below and mapped the information to visualize the areas of Champaign that are experiencing the highest levels of concern. Using this information reveals that the areas with the greatest concentration of gun violence incidents since 2016 are also commonly the areas of the community with the highest unemployment, lowest median income, and highest concentration of Black/African American residents. The six (6) indicators included in the analysis are:

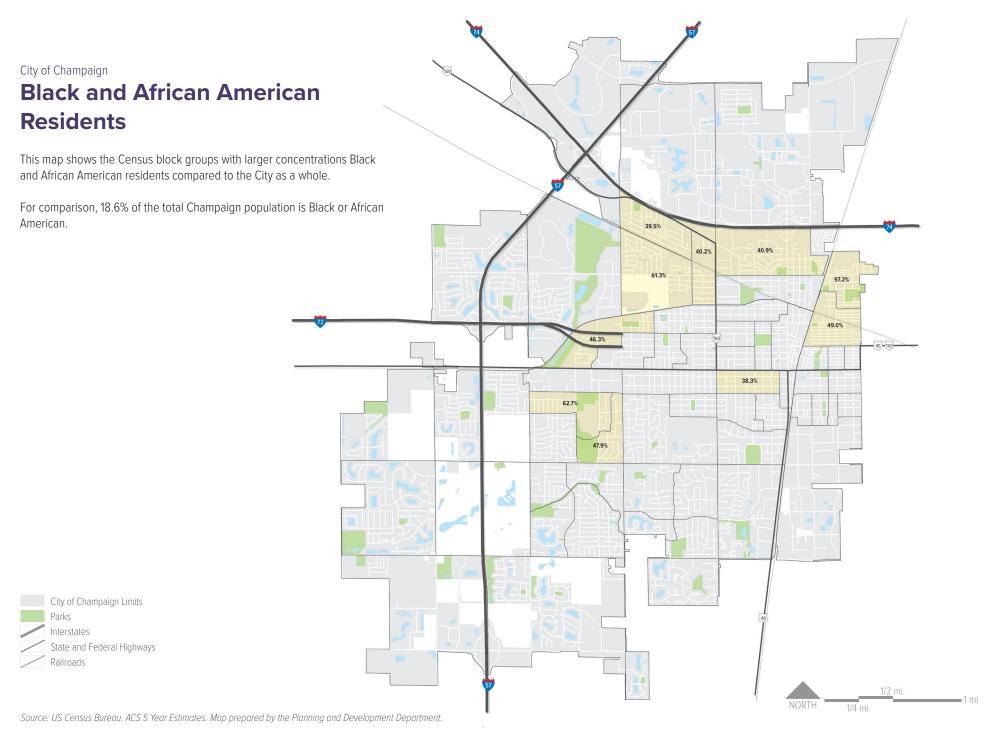
- Majority Minority Neighborhoods
- Neighborhoods with greater than 36% Black/African American residents
- Neighborhood with greater than 16% Latinx residents
- 2019 Unemployment Rate greater than 10.4%
- Median Household Income less than \$36,311
- Median Family Income of less than \$61,569

Each of these indicators are mapped on the following pages.

The map on page 21 illustrates the correlation between gun violence and economic/social disparities. It is no coincidence that the areas of the community with the lowest median income align with the neighborhoods with a high proportion of Black/African American residents. While the citywide median family income is approximately \$75,000 annually, the median family income for Black/African American residents is approximately \$36,000 annually, a difference of \$39,000 (Source: U.S Census Bureau - American Community Survey (ACS) 5 year estimates). Unfortunately, this is not uncommon. The pattern of Black/African American family income being well below the overall median holds true for each state in the nation.

"Gun violence in Champaign disproportionately impacts communities of color and neighborhoods experiencing significant social and economic issues. Gun violence in these communities exacerbate the existing challenges faced by residents. This is our local public health crisis."



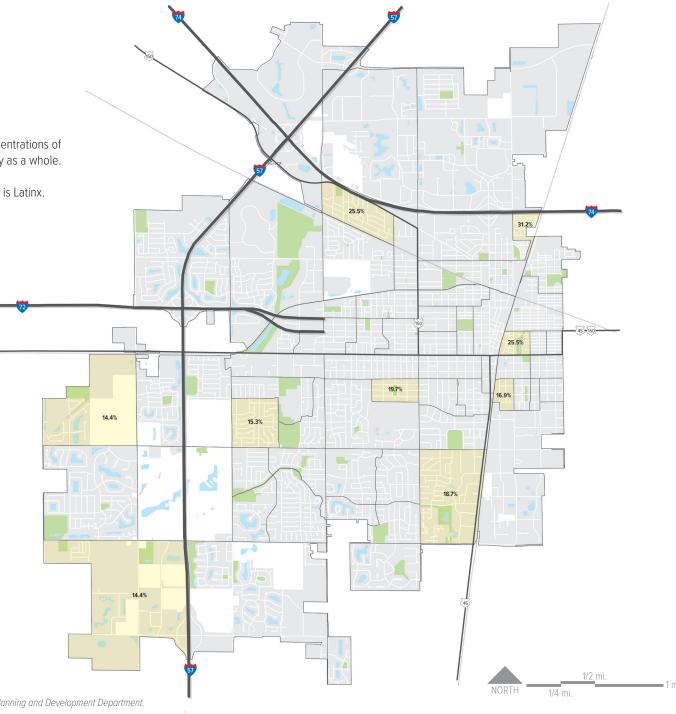


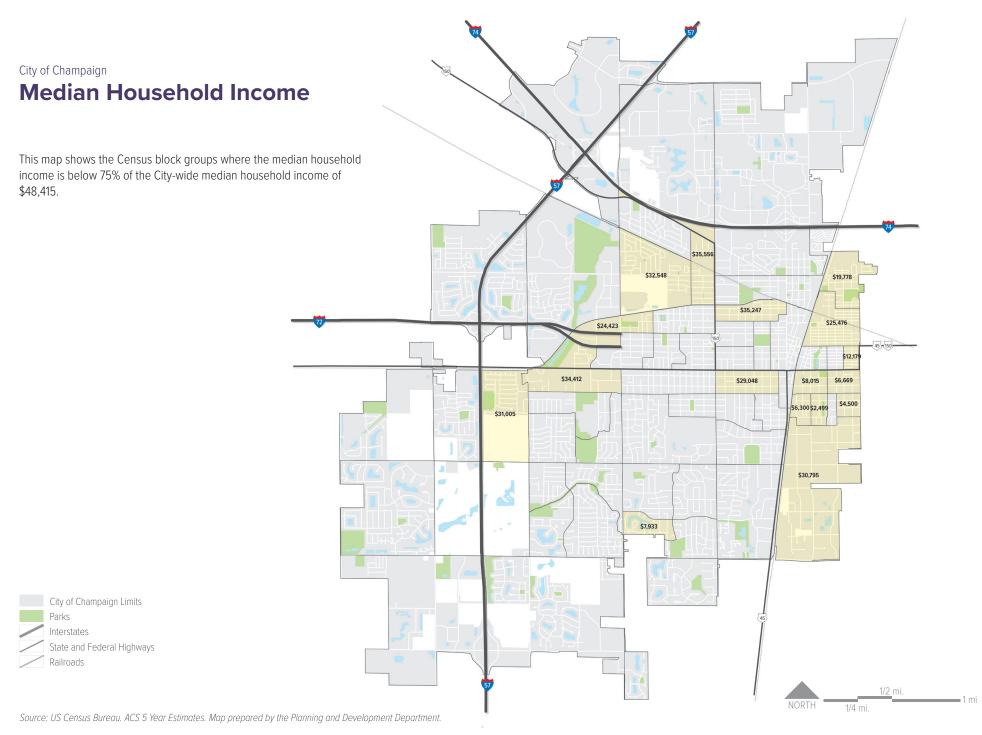
Latinx Residents

This map shows the Census block groups with larger concentrations of Hispanic and Latino residents (Latinx) compared to the City as a whole.

For comparison, 6.30% of the total Champaign population is Latinx.



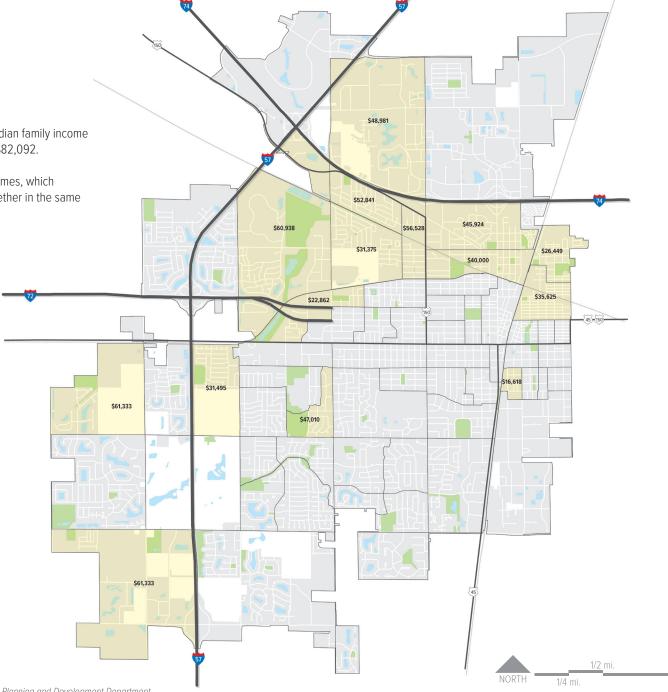




Median Family Income

This map shows the Census block groups where the median family income is below 75% of the City-wide median family income of \$82,092.

Typically, family incomes are higher than household incomes, which measures incomes of unrelated individuals who live together in the same housing unit.



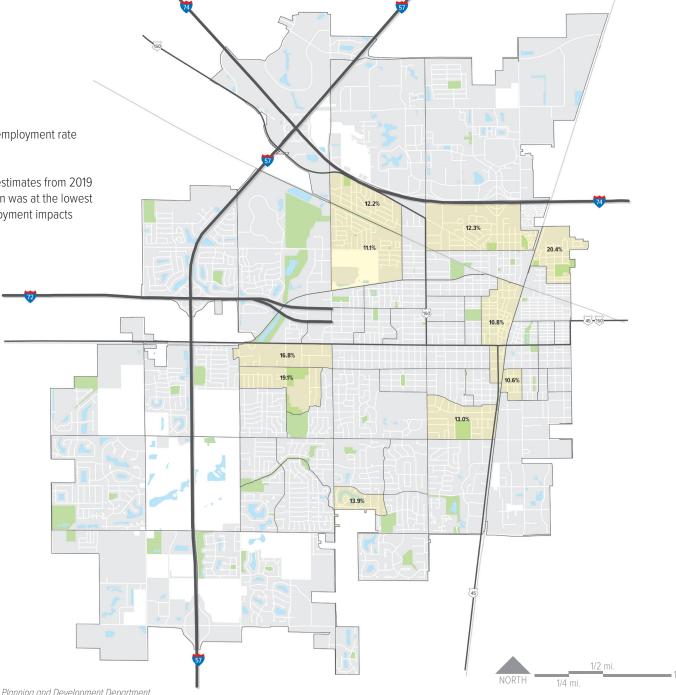
City of Champaign Limits
Parks
Interstates
State and Federal Highways
Railroads

Source: US Census Bureau. ACS 5 Year Estimates. Map prepared by the Planning and Development Department.

Unemployment

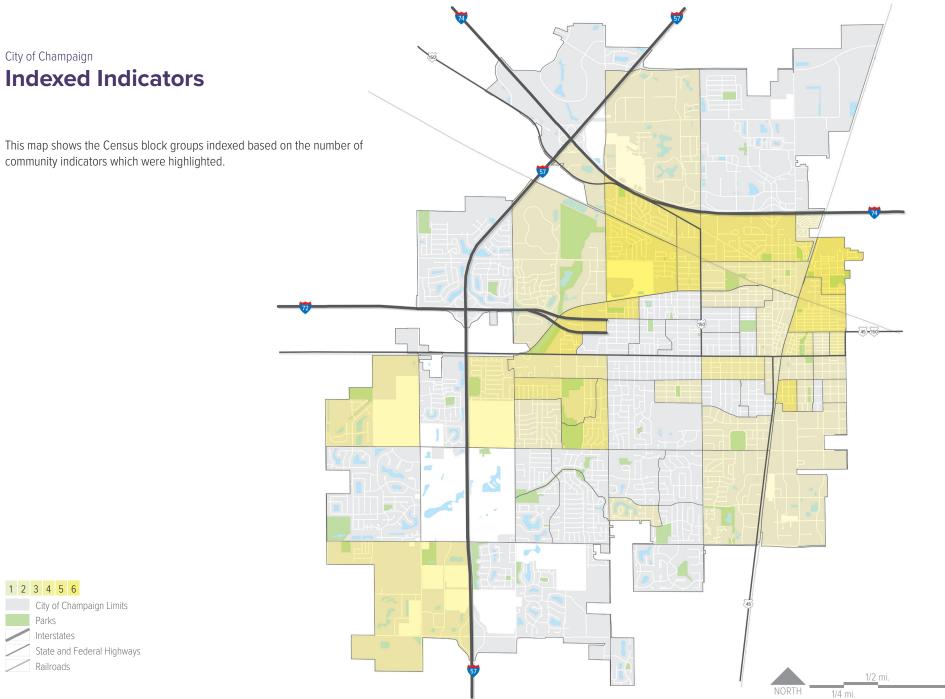
This map shows the Census block groups where the unemployment rate significantly exceeds the City-wide rate of 3.40%.

Please note that these Unemployment numbers reflect estimates from 2019 - at a time when unemployment in Illinois and Champaign was at the lowest level ever recorded. This data does not reflect the employment impacts from the COVID-19 Pandemic.



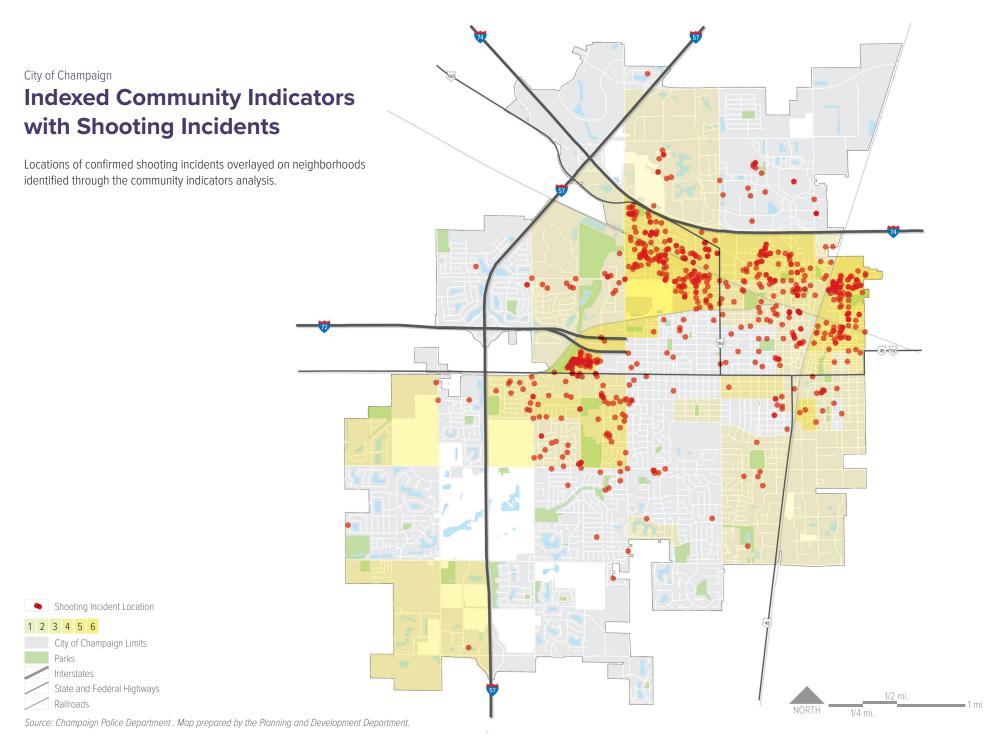
City of Champaign Limits
Parks
Interstates
State and Federal Highways
Railroads

Source: US Census Bureau. ACS 5 Year Estimates. Map prepared by the Planning and Development Department.



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Source: US Census Bureau. ACS 5 Year Estimates. Map prepared by the Planning and Development Department.



GOAL 1

To prevent and reduce gun violence and promote public safety

1.1 Street Outreach Program

Street outreach programs rely on outreach workers (sometimes referred to as "gang interventionists")—persons who are often indigenous to the community and who have experience in gangs and/or street organizations to reach out to the target group. The target group may be delinquent and mistrusting and are typically not served by mainstream service-oriented organizations. Outreach workers seek out and connect with these individuals where they live and spend time, including locations such as "community events, on street corners, parks, homes of various youth, and other places that members of the target group hang out". Street outreach workers form mentoring relationships with their clients, link them to needed services and institutions, and advocate on their behalf.

According to Spergel and Grossman, street outreach has reemerged as an important component of comprehensive gang control strategies. Compared to street outreach programs of the past, current street outreach programs place greater priority in collaborations with other groups and organizations and focus more on the individual than the group. For example, instead of attempting to reform entire gangs or street organizations, current programs intervene in specific conflicts and help connect individuals with positive activities.

Several well-funded and thorough evaluations have shown that violence reduction programs with a strong street outreach component can have positive results. For example, an independent evaluation of Chicago CeaseFire, funded by the National Institute of Justice, found reductions in shootings, gang involvement in homicides, retaliatory murders, and a cooling of "hot spots" in CeaseFire target areas when compared to similar areas in the city that are not served by CeaseFire.

Other comprehensive interventions with a strong street outreach component, such as Boston's Operation CeaseFire, and the Office of Juvenile Justice and Delinquency Prevention (OJJDP)'s comprehensive gang model, also showed very encouraging results. The Operation Peacemaker Fellowship, an innovative firearm violence-prevention program implemented in Richmond, California (1996-2016) had a strong street outreach component and was associated with reductions in firearm and non-firearm violence.

Objective 1: Reduce interpersonal and community violence, street violence, gun violence, homicides and shootings.

TARGET POPULATION: Individuals who are likely to be victimized by and perpetuate group and interpersonal violence, individuals with a high chance of either being shot or being a shooter in the immediate future, individuals who are between the ages of 13 and 35, individuals who have a prior history of offending and arrests, individuals who are members of a group associated with interpersonal violence, individuals who have been in prison, have been the recent victim of a shooting, and individuals who are involved in "high risk" street activity. These individuals may not be willing to leave the group in which they are involved, and which is associated with interpersonal violence but may be willing to reduce violent behavior.

<u>ACTIVITIES:</u> Mediation of conflicts that could lead to a violent outcome, violence interruption activities to reduce retaliations after shootings, activities, and services to help individuals in the target group gain access to a wide array of health and social services including education, recreation, enrichment, substance abuse treatment, tutoring, food, clothing, and shelter, as well as violence prevention and intervention. These activities will be implemented by collaborating with existing community-based organizations and programs and faith-based groups.

Objective 2: Reduce the involvement of youth in groups associated with interpersonal violence and connect "at-risk" youth to positive opportunities.

TARGET POPULATION: Hard-to-reach youth that participate in, or who are associated with interpersonal violence, and who are between 10 and 19 years of age. They might be new to a group, "wannabe" members, or simply exhibiting at-risk behavior (e.g., drug use, involvement in the juvenile justice system, truancy). These youth may be more susceptible to leaving the lifestyle and engaging in positive activities than committed group members.

ACTIVITIES: These programs will support youth in making positive life choices. They aim to connect youth to positive social services and role models and to make youth understand that they do not need to follow a lifestyle associated with violence to gain acceptance. The activities and services will focus on helping youth and families gain access to a wide array of health and social services including education, recreation, enrichment, substance abuse treatment, tutoring, food, clothing, and shelter, as well as violence prevention and intervention.

		,
Goal 1.1 Street Outreach Program Detailed Activities	Obj. 1	Obj. 2
Personnel (Outreach workers) to provide outreach services	Χ	Χ
Identifying and recruiting appropriate clients	Χ	Χ
Needs assessment, mentoring, and counseling	Χ	Χ
Conflict resolution and retaliation reduction: - workshops and training - conflict mediation - violence interrupters - support for victims, friends and family - hospital-based violence intervention programs to reduce retaliation	X	
Linking individuals to professional social services and activities: - engaging with family and the community - handling court appointments or individual probation officers - job or job training - returning to school - food, clothing, shelter (basic needs) - anger management - substance abuse treatment - CBT and other counseling services	X	
Mentors and Peer Support		Χ
Linking youth to professional social services and activities: - engaging with family and the community - handling court appointments or individual probation officers - job or job training - returning to school - food, clothing, shelter (basic needs) - anger management - substance abuse treatment - CBT and other counseling services		X
Programs for all youth but with strong emphais on out of school youth: - youth sports, recreation, cultural, and educational programs - family support (meals, snacks, adult literacy, etc.) - activities and workshops on peer pressure, sportsmanship, conflict management, and peer mediation - opportunities to participate in activities that promote social skills, teamwork and collaboration - tutorial services to help students meet challenging State academic standards - homework help (mathematics, science, career and technical programs) - internship or apprenticeship programs for high school age students		X

Goal 1.1 Objective 1 Indicative Budget [Mentorship, Conflict Resolution ar Potential Partner Agency: Youth and Family Peer Support Alliance	nd Peer Support]
Personnel - Salaries - Benefits	\$108,960 \$10,280
Operations - Office supplies - Payroll Services - Liability Insurance - Program Expense - Flex Funds	\$1,000 \$500 \$2,500 \$2,500 \$5,500
Travel, Mileage and Parking	\$1,000
Contractual and Accounting	\$3,660
TOTAL	\$135,900

- 1. Project Personnel: Program Director (20 hrs/wk), Project Director of Peer Supports (6 hrs/wk), Peer Support (15 hrs/wk) Peer Support (32 hrs/wk), 2-Youth Peer Support both at 15 hrs/wk and Administrative Support (2 hrs/wk).
- 2. Project Director of Peer Supports will oversee the crisis support services including supervision of peer supporters, program activity coordination and work directly with referrals from CU TRI and other partners.
- 3. Peer Supporters are individuals with similar lived experiences of participants in the program. They provide one on one support. The peer supporters will receive trauma informed training and peer support training to enhance their ability to empower parents.
- 4. Youth Peer Support positions will focus on support and services for youth that include coordination of group activities, identifying youth peer supporters and other youth crisis support.
- 5. Project Director oversees the crisis support services including supervision of peer supporters, program activity coordination and work directly with referrals from CU TRI and other partners.
- 6. Flex Funds are emergency funds for participants/families in crisis identified through assessment and emergency need by the Program Director.

Goal 1.1 Objective 2 Indicative Budget [Youth Sports, Recreation, Cultural and Education Programs] Potential Partner Agency: DREAAM (Hope for the Future Project)		
Project Personnel	\$100,000	
Office supplies	\$50,000	
Travel and Transportation	\$24,000	
Contractual Accounting and Other Professional Contractors	\$42,000	
TOTAL	\$216,000	

- 1. Project Personnel: Program Director (.25 FTE), Program Manager (.25 FTE), MSW, Social Worker (1 FTE).
- 2. Independent Contractors: Independent contractors will provide programmatic services under the supervision of program staff. These services include wellness programming, gang prevention interventions, and youth development intensive services. Accounting services will be outsourced to Martin Hood to manage the grant funds and to provide financial reporting.
- 3. Office Supplies: include program and office supplies, PPE materials, incentives, food and beverage, printing and copying, postages, etc.
- 4. Transportation Services: Participants will have access to transportation via a chartered school bus and/or 15-passenger van to participate in programs and services. Transportation services include vehicle mileage, drivers, and fuel costs.

Goal 1.1 Objective 2 Indicative Budget [Scholarships for Out of School Youth] Potential Partner Agency: Youth Build	
15 Student Scholarships for \$10,000 each	\$150,000
TOTAL	\$150,000

Goal 1.1 Objective 2 Indicative Budget [Internship or Apprenticeship Programs] Potential Partner Agencies: East Central Illinois Youth for Christ; STEAM Genius	
Personnel - Executive Director I (0.25 FTE x \$80,000) - Executive Director II (0.25 FTE x \$60,000) - Mentors/Trainers (6 x \$10,000) - Program Coordinator (0.375 FTE x 6 at \$25 per hour) - Administrative Assistant (0.5 FTE x \$40,000)	\$20,000 \$15,000 \$60,000 \$45,000 \$20,000
Program Support - Purchase and replace RC cars (\$250/car x 20) - Purchase and replace drones (\$250/drone x 20) - Lunches (\$150 per week x 7 schools x 26 weeks) - Workshop materials (\$50 per student x 280 students) - Transportation for Hip Hop Express Bus to take programing to each site	\$5,000 \$5,000 \$27,300 \$14,000 \$5,000
TOTAL	\$216,300

Goal 1.1 Objective 2 Indicative Budget [Truancy, Cultural, Arts, Interpersonal and Career Development Potential Partner Agency: Champaign Unit 4 School District		
Goal Getters (year round) [Boys]	1.0 FTE to oversee the program and coordinate activities to support the prevention and interruption of interpersonal conflict. Responsible for coordinating the day-to-day efforts year-round which includes specific programming for male students. Curriculum topics and activities that broaden horizons and improve social and emotional well-being of participants.	\$75,000 (Adult Supervisor including fringe benefits) \$17,000 (Participant Stipends)
Goal Getters (year round) [Girls]	1.0 FTE to oversee the program and coordinate activities to support the prevention and interruption of interpersonal conflict. Responsible for coordinating the day-to-day efforts year-round which includes specific programming for female students. Curriculum topics and activities that broaden horizons and improve social and emotional well-being of participants.	\$75,000 (Adult Supervisor including fringe benefits) \$17,000 (Participant Stipends)
Parent Academy/Parent University	Reach and empower 100+ parents/families from historically marginalized populations through workshops to educate parents on topics including parenting skills, preparing kids for kindergarten, using technology at home, health and wellness, nutrition, and financial literacy. Goals include empowering families to support their student's academic success, assisting parent/guardians in furthering their own education and developing new skills, and increasing engagement in their children's academics and the larger community.	\$10,000 (Contracted Services, speakers, retreat, special events) \$5,000 (Participant Stipends) \$3,000 (2 Coordinators) \$3,000 (Administrator/Custodial)
Saturday Immersion and Extension	Five satellite spaces housed in neighborhoods most impacted by gun violence. This program is designed to help 100-200 students marginalized students to remediate academic gaps, expose students to new, cultural activities and provide time and space for unfinished learning in safe and nurturing environments. Students will enjoy tutoring, re-teaching, e-sports, dance, arts, intramural sports, IT/tech, entrepreneurial ventures, and music/videography.	\$7,500 (5 Community Coordinators stipends @ \$1500 per person for 80 hours max) \$15,920 (5 Teachers @ 39.80 per hour for 80 hours max) \$200 (Volunteer background costs) \$20,000 (Materials) \$15,000 (Contracted Services)

	girls of color as a counter-narrative to negative stereotypes and beliefs with a goal to impact 100 adults and 100 young women five times a year through community events.	\$,4,000 Volunteer background check costs \$7,000 (Food, materials, contracted services) \$7,000
		(Advertisements, student incentives)
MMS or SSC [Boy version of BBB]	A community-wide initiative designed to offer a unique cultural experience that results in a positive self-image for boys of color as a counter-narrative to negative stereotypes and beliefs with a goal to impact 100 adults and 100 young men five times a year through community events.	\$7,000 (Adult supervisors/admin) \$,4,000 Volunteer background check costs \$7,000 (Food, materials, contracted services) \$7,000 (Advertisements, student incentives)
Coordinator of Special Events & Community Engagement	Responsible for oversight of all Unit 4 prevention and intervention programming designed to reduce the involvement of youth in interpersonal violence/conflict and connect youth to positive opportunities. This position will supervise staff, monitors program outcomes, and collect data for evaluation purposes.	\$125,000 (Experience may cause this number to vary)
Secondary Intramural Teams	Sporting teams that promote wellness, the opportunity for physical activity, fellowship, and sportsmanship. Organized programs will include: - Basketball Teams for grades 6-12 - Volleyball Teams for grades 6-12 - Soccer Teams for grades 6-12 There are five total secondary sites	\$25,000 (staff, referees + security) \$25,000 (uniforms, travel, snacks)
TISA truancy specialist (10-month position)	(1 FTE) responsible for gathering and assessing attendance data for Unit 4 students, monitoring occurrences of extreme absenteeism, unexcused absences, and excessive tardiness, looking for patterns that indicate a students may be at risk, meeting with parents and students to discuss attendance challenges and provide supports.	\$42,000 for each TISA including benefits
TOTAL		\$526,620



1.2 Non-Mandated Intensive Mentoring Intervention

Interpersonal violence is a major driver of population health and health disparities in the United States. In 2019, violence-related injuries caused approximately 67,304 deaths nationally. Of this amount, 39,707 were firearm related, with 1,607 firearm related deaths reported for the State of Illinois (6.6% of which are attributed to Champaign County).³

Firearm-related violence is particularly concerning because it is highly fatal and, according to research data, it disproportionately affects young, black men.⁴ The research literature suggests that there are few community-based violence-prevention programs (firearms centered or otherwise), that are scientifically supported. Researchers like Ellicott C. Matthay et al, suggests that strategies such as Ceasefire and Cure Violence which typically involve community mobilization, street outreach, and partnerships among frontline staff in police, probation, corrections, and social services sectors, have been tested in cities nationwide. However, although they are promising, additional tools to combat community violence would be valuable. These researchers therefore sought to identify other effective interventions to address firearm violence and found from their research what they have called a "...novel program [that] merits evaluation: the Operation Peacemaker Fellowship implemented in Richmond, California."

According to their research, in the mid-2000s, Richmond was one of the most violent cities in the nation, with a homicide rate of 46 per 100,000, versus 5 per 100 000 in similarly sized California cities. In 2009, the Office of Neighborhood Safety (ONS) shifted focus to the 30 community-dwelling individuals that the police department believed were responsible for most of Richmond's firearm crimes. Versus other programs, ONS uniquely invited participation in an intensive 18-month fellowship called "Operation Peacemaker". The core components of Operation Peacemaker are individually tailored mentorship and 24-hour case management among others.

The researchers found that by addressing fundamental determinants of all forms of violence such as substance abuse and access to resources and services, the program was associated with reductions in firearm violence (annually, 55% fewer deaths and hospital visits, 43% fewer crimes).

Objective: Provide those individuals who participate in serious violent crime with individually tailored tools, skills, and resources to lead healthy, productive lives.

<u>TARGET POPULATION:</u> Research indicates that the overwhelming majority of all serious crime is committed by a relatively small group of offenders.⁷ Therefore, following the approach taken in Richmond for the "Operation Peacemaker Fellowship", the intensive mentoring program for the City of Champaign will be designed for this population (which may be a subset of the population identified under objectives 1 and 2 above).

ACTIVITIES: The program is a non-mandated intensive mentoring intervention lasting for an average of 18 months and designed for individuals who have been identified as the most active firearm offenders in the Champaign-Urbana area. Upon enrollment, each participant will collaborate with staff and professionals to develop a customized "life map" outlining goals they would like to achieve while in the program. As individuals complete these goals and participate in various components of the program, they may be eligible to receive small incentives. The stipend/incentive serves several purposes. First, it will provide an incentive for participants who may otherwise be reluctant to engage in programming to be regular and active participants in the program. Secondly, while the stipend payment may not be large, it will serve as an alternative to participating in an illegal activity. Finally, the stipend sends a powerful message to participants about their worth. Through the stipends, the participants receive validation about changes they are making in their lives, acting as a form of positive reinforcement. Stipends will be used not only as incentives, but also to let the participants know that they are valuable and important.

Goal 1.2 Non-Mandated Intensive Mentoring Intervention Detailed Activities

Personnel (Outreach workers) to provide outreach services

Identifying and recruiting appropriate clients

Contact with staff multiple times per day

Creating Life Map/Goal Development:

- Housing
- Education
- Employment
- Transportation
- Finances
- Safety
- Family relationships/Social

Case management and social services navigation, support and referrals:

- Partnership with social service organizations
- GED preparation
- Anger management
- Healthcare services
- Recreation services
- Transportation
- Substance abuse counseling
- CBT and other counseling services

Excursions8 (Tied to incentives, this is an opportunity to broaden the individuals worldview):

- Annual trips to different cities
- Completing community service projects
- Attending or presenting at conferences
- Meeting with government officials
- Meeting with rivals

Internship opportunities with private sector firms to hire ex-offenders under the Federal Work Opportunity Tax Credit (WOTC)

Internship opportunities facilitated by City staff to get private sector firms to hire ex-offenders under the Federal Work Opportunity Tax Credit (WOTC)

Intergenerational mentorship targeting men and boys of color

Stipend and incentives

Food, clothing, and shelter (basic needs)

Employment services

Life skills training

1.3 Custom Notifications and Partnerships with Police, Parole, Probation and Other Law Enforcement Agencies

Custom notifications are routinely used within larger focused deterrence initiatives. Involving official visits by law enforcement officials to target individuals at-risk for violence, this violence reduction strategy evolved from tactics utilizing home visits, targeted street stops, and "knock and talks" activities used in Boston's Operation Night Light.

The available research provides promising findings related to the effectiveness of these programs in increasing accountability among supervised youth (Alarid & Rangel, 2018). Under Operation Night Light, which was implemented as part of the larger focused deterrence program called "Operation Ceasefire," police partnered with corrections officials to reduce violent crime through targeted communication with high-risk offenders. Specifically, in an effort to reduce gang activity and youth violence within the Boston area, Operation Night Light provided enhanced supervision of youth probationers at high risk for reoffending, particularly those involved in gang, drug, and/or violent offenses (Alarid & Rangel, 2018; Parent & Snyder, 1999). Through home visits and street stops conducted by police and probation officers during evening hours, probationers were held accountable for court ordered curfew times and location restrictions (Corbett, 1998).

The goal of this strategy was to increase youth probationers' perceived likelihood of being caught when violating their probations conditions to deter future reoffending or criminal, gang-related activity. The success of this initiative, and the larger Operation Ceasefire program, encouraged the implementation of probation-police partnerships in cities across the United States. Collectively, these partnerships emphasize the sharing of information and resources to target high-risk youth and adults on probation (Kim et al., 2010; Parent & Snyder, 1999).

In addition, custom notifications have also been used as a stand-alone strategy to target high-risk street group members through home visits or face to face contact (Kennedy & Friedrich, 2014). More importantly, custom notifications have been used to provide police a mechanism to communicate with individuals who are not under supervision or correctional services but who are involved in facilitating or committing violence in some way (Kennedy & Friedrich, 2014). These individualized antiviolence messages are delivered by police and may also include community members or other individuals (e.g., officers' family members, faith-based community, coaches, mentors, etc.,) believed to be positive influencers on individuals involved in criminal activity (National Network for Safe Communities, 2013).

Objective: Provide individuals who participate in serious violent crime with tools, skills, and resources to lead healthy, productive lives.

TARGET POPULATION: This aspect of the strategy focuses resources on implementing offender-focused strategies in partnerships with law enforcement, concentrating resources on the relatively small number of high-risk, chronic offenders who have rejected other forms of support to address violent crime in Champaign. This recognizes that there may be offenders who reject the comprehensive approaches addressing the fundamental determinants of violence (such as substance abuse and lack of access to resources and services), and therefore decide to continue engaging in criminal activities. There may also be individuals who are not under supervision but who are involved in, or facilitating, criminal activity or behavior.

<u>ACTIVITIES:</u> Custom notifications will involve partnerships with law enforcement officials, community members, family members, faith-based community, coaches, and mentors to target individuals at-risk for violence. Strategic activities will include home visits, and "knock and talks" such as those used in Boston's Operation Night Light.

Goal 1.3 Custom Notifications & Partnerships with Police, Parole, Probation and Other Law Enforcement Agencies

Identify impact players through social network analysis, police records of arrests, co-arrests, and similar data

Interventions for low-to-moderate-risk offenders with first-time offenses:

- Police
- Probation
- Parole
- Faith-based community
- Community members
- Family members
- Social services
- Outreach worker(s)
- Violence interrupter(s)

Interventions for high-risk group members or impact players who are incarcerated

Home visits:

- Police
- Probation
- Parole
- Faith-based community
- Community members
- Family members
- Social services
- Outreach worker(s)
- Violence interrupter(s)

Street corner visits:

- Police
- Probation
- Parole
- Faith-based community
- Community members
- Family members
- Social services
- Outreach worker(s)
- Violence interrupter(s)

Custom Intensive Supervision Probation (with services):

- Increased community monitoring to deter offenders
- More frequent reporting to parole and probation
- Services, CBT and Diversion of individuals with probation eligible offenses from state incarceration to more effective and less expensive community-based supervision

1.4 Trauma-Informed Services to Victims and People Affected by Violence

Following victimization, individuals may have a variety of needs that arise to address or mitigate the impacts of violence. Victim needs can be categorized in three ways: fundamental, presenting, and accompanying (Vasquez & Houston-Kolnik, 2017). At the most basic level, victims require services to help them meet fundamental needs, such as shelter, food, and employment assistance. Emergency housing has been identified as a need of both domestic violence and elder abuse victims in Illinois immediately following victimization (Houston-Kolnik, Vasquez, Alderden, & Hiselman, 2017). Other needs reported by domestic violence victims surveyed in Cook County include help with food and clothing and in obtaining employment (Riger, George, Byrnes, Durst-Lee, & Sigurvinsdottir, 2016). In addition to fundamental needs, victims often have presenting needs, including those that require legal services, medical or mental health care, and stable, long-term housing. Among crime victims in Illinois, Aeffect, Inc. (2017), found that crime victim needs include counseling (29 percent), civil legal assistance (19 percent), medical services (13 percent), and housing (7 percent). Furthermore, support services for victims are needed to address accompanying needs or those needs that, if left unmet, inhibit access to support services. Both victim service providers and victims expressed the importance of accompanying needs, such as transportation assistance, translation services, and childcare, in order for victims to access or stay engaged in services (Aeffect, Inc., 2017; Vasquez & Houston-Kolnik, 2017).

Objective: Assist people affected by violence and conflict to overcome stress and trauma by providing them with coping tools, skills, and services to help them regain stability and normalcy.

<u>TARGET POPULATION:</u> Adult and youth victims of violence in identified priority neighborhoods who face direct service-oriented barriers or organizational barriers and persons who prefer to receive informal support services.

<u>ACTIVITIES</u>: Use of trauma-informed, strength-based approaches and other community-defined methods to provide culturally, ethnically, and linguistically responsive outreach and engagement services to individuals, families and communities affected by violence. Services will include support, linkages and referrals.

Goal 1.4 Trauma-Informed Services to Victims and People Affected by Violence Detailed Activities

Education and Training:

- Develop activities to be infused with school curricula
- Education and recreation materials to enrich the environment of affected children

Awareness Raising:

- Community engagement
- Community education
- Community forums

Healing and Emotional Support:

- Training and Complimentary Healing Services
- Programs for Practitioners
- Support Groups for Victims and Families
- Long-term safety planning
- Therapy other than counseling

Case Management and Referral:

- Online/Phone/Program referral
- Hotline/helpline/crisis line intervention or counseling
- Individual counseling
- Crisis intervention
- Emergency/transitional/relocation housing
- Assistance with filing for a restraining order
- Legal and victims' rights assistance
- Financial and material assistance
- Medical and physical health assistance
- Emergency financial assistance

Service Navigation:

- Accompany to civil or criminal court
- Case status updates
- Victims/witness preparation
- Victim impact statement preparation
- Health advocacy
- Intervention with employer/creditor/landlord/school

- Social/recreational activities for victims/witnesses
- Substance abuse services
- Conflict resolution/mediation/negotiation
- Education classes for survivors
- Mental health services
- Public benefits assistance
- General information
- Transportation assistance
- Assistance meeting other basic needs
- Assistance obtaining or replacing documents
- Services for people who are deaf or hard of hearing
- Culturally or ethnically specific services
- Long-term/stable housing
- Immigration assistance
- Mental health services
- Safety services
- TANF/welfare/public benefits agencies
- Language services
- Corrections (i.e. probation, parole, or correctional staff)

Goal 1.4 Indicative Budget (Potential Partner Agency: C	Personnel) ^{10 11} UTRI and Carle Foundation Hospital	
Project Director (0.35 FTE)	Coordinates and conducts training, advocacy, and other efforts of CU TRI	\$32,812.50 (\$75K + 25% FICA/Fringe)
Project Assistant (0.5 FTE)	Responsible for coordinating the day-to-day efforts, provides administrative support, assist with intake & assessments, assist with evaluation and data entry	\$28,125.00 (\$45K + 25% FICA/Fringe)
Project Coordinator (1.0 FTE)	Coordinates the Community Violence Response and the Hear 4 U Efforts	\$63,125 (\$50.5K + 25% FICA/Fringe)
Clinical Coordinator/Director (0.5 FTE)	Responsible for supervising and supporting the implementation of trauma informed practices, conducting trauma informed services and supports, and providing clinical supervision to individuals in the Healing Network	\$40,625 (\$65K +25% FICA/Fringe)
Fiscal Manager/Operations Manager (0.5 FTE)	Managing invoicing, accounting, contracts, bookkeeping, payroll, etc.	\$40,625 (\$65K +25% FICA/Fringe)
Trauma Informed Clinical Support (with support from Victim Advocates)	8-10 contractual therapist who are available to provide evidence-based trauma specific services and supports	\$52,500 (1,050 service hours \$50 per hour
Carle Foundation Hospital Social Workers (2.0 FTE)	Social Workers to integrate a 24/7 Emergency Department (ED) social work team to partner with CUTRI and connect community members impacted with supports and services	\$400,000 (2 years)
Informal Mental Health Supporters	6-8 contractual Informal & Peer Supporter able to provide PFA/SPR, linkage & engagement, stress management, mentoring and resiliency building support – based on family needs	\$21,875
Evidence Based Trauma Specific Training	ITCTA TF-CBT Seeking Safety I-CARE & Strong Families (Urban Youth Trauma Center) START 2 Heal	\$5,000 \$10,000 \$1,000 \$7,000 \$2,000
Community Violence Responders	Cadre of individuals who are available to provide short term crisis and stabilization supports at the hospital & in community settings. Will have weekend/on-call availability. Will also be able to provide short-term care management (6-8 part-time employees)	\$27,300 + \$3,744 on call (\$21,840 + 25% FICA/Fringe
TOTAL PERSONNEL BUDGET	\$407,704 to CU TRI and \$400,000 to	Carle Foundation Hospital

Goal 1.4 Indicative Budget (Potential Partner Agency: C	Operations) UTRI and Carle Foundation Hospital	
Supplies and Materials	Office supplies/cost - materials, copies, promotional materials	\$12,500
Consumables	Food, drinks and materials for training, education and community events	\$4,000
Volunteer Incentives and Supports	Food, snacks, and other incentives for volunteers	\$2,000
Assistance for Individuals/ Families Receiving Direct Supports	Covers emergency/immediate needs where resources are not readily available — temporarily — max spent per family would be \$150 per family (off set by community donations)	\$25,000 (\$1,000 x 25 families)
Emergency Assistance Funds	To offset any potential barriers to involvement – transportation, childcare, phone cards, etc.	\$25,000 (\$1,000 x 25 families
Office Space Rental	Office space for the initiate, meeting and training space	\$12,000 (\$1,000 per month)
Furnishings/Office Supplies	Office supplies, desks, etc.	\$7,500
Computers and Technology	Three computers and one printer at \$500 each	\$2,000
Internet, Website, and Software	\$250 per month	\$3,000
Cell Phone Reimbursement	Staff reimbursement of \$35 per month for responders and program coordinator. Hear 4 U Line costs \$50 per month and Support 4 U line costs \$50 per month.	\$3,360 \$600 \$600
In State Travel Costs	For trainings outlined in Personnel budget	\$2,612
Audit	For fiscal accountability - annual audit	\$4,000
Utilities, Cleaning and Maintenance	Utilities Enhanced Cleaning per COVID protocols	\$2,400 \$10,400
TOTAL OPERATIONS BUDGE	ET	\$71,972
TOTAL BUDGET		\$807,703.50

1.5 Focused Law Enforcement Strategies

A 2019 evaluation of The Operation Peacemaker Fellowship, an innovative firearm violence-prevention program implemented in Richmond, California, found that while the program was associated with reductions in firearm violence, the program may have increased non-firearm violence. Pecifically, after implementation, the program was associated with 55% and 43% fewer firearm homicides and assaults annually in health and crime data, respectively. However, during the same periods, the program was associated with 16% more and 3% more non-firearm homicides and assaults in health and crime data, respectively. This trend lasted for at least 3½ years after the intervention ended.

The evaluators theorize that the increase in non-firearm violence is attributable to three main factors:

- The emphasis on firearm violence over the past decade may have reduced local organization and law enforcement efforts to suppress other types of violence.
- 2. The program may have induced changes in the nature of violence, such as substitution of firearms for other weapons of bodily force.
- Reports from youth previously involved with gun carrying suggest that as the
 risk of being shot decreased, the perceived need to carry or use a gun also
 decreased. Thus, altercations or retaliations may have been increasingly
 pursued, because they were less likely to be fatal.

Objective: Encourage close collaboration among community-based organizations, service providers, and law enforcement to reduce the substitution of firearms for other weapons of bodily force and to reduce non-firearm violence generally.

<u>TARGET POPULATION:</u> Youth, black and Hispanic men residing in neighborhoods with high levels of interpersonal violence and shootings as demonstrated by police and hospital data.

Goal 1.5 Focused Law Enforcement Strategies Detailed Activities

Fully implement SARA (Scanning, Analysis, Response, Assessment) methodology to keep abreast of crime:

- understanding patterns of crime
- offenders and victims
- how community crime patterns change over time
- identify strategies or resources that are needed to address changes*

Convene a task for or collaborative working group that meets regularly to identity, keep abreast of and address service gaps and barriers, and ensure that there is adequate funding for a wide variety of prevention, intervention, and suppression strategies targeting those who are at highest risk for violence

Work collaboratively with federal, state and local law enforcement partners, including prosecutors, probation and parole authorities, and others, to identify the best available intelligence and information that will help to assess the violent crime challenges and the offenders who drive specific forms of violence

Implement Hospital-Based Violence Intervention programs to prevent retaliation. This will be done primarily as part of the Street Outreach components under Goal 1 and also as part of providing trauma-informed services under focus area 1.6 of Goal 1

Intervening against all forms of violence as early as possible

Crime data analysis through the collection of data to drive decisions about which policing strategies should be used and which crimes and areas should be targeted

Providing safe havens for youth after normal school hours

Training police officers to recognize and respond in culturally and ethnically appropriate ways to different kinds of violence, including domestic violence.

Additional Notes:

The items marked with an asterisk (*) may require allocation of new resources. Funding for these activities could will come from resources allocated for response to requests for proposals to be issued by the City. For instance, implementing the SARA best practice model of policing may require resources to cover the cost of hiring researchers and data analysts as well as resources to cover travel and participation in conference and workshops by law enforcement personnel. The other activities listed in this section are part of existing programs or partnerships and should not require the allocation of new resources. They are included in this blueprint for monitoring and evaluation purposes. More importantly, the other activities listed here should flow naturally from a properly designed SARA model. The SARA model is a decision-making model that incorporates analysis and research, tailoring solutions to specific problems, and most importantly, evaluating the effectiveness of those responses. The design and implementation of the model may take time. Therefore, the other activities listed here are meant to ensure that certain specific crime prevention strategies are being addressed while the model is being developed or refined.

1.6 Community Re-Entry for Formerly Incarcerated Persons

It has been extensively documented through research and program evaluations that individuals re-entering the community after incarceration face a number of barriers to reintegration following their release from incarceration, including behavioral and cognitive skills, substance abuse problems, mental health issues, and obstacles related to lack of employment and education. A lower level of educational attainment, an absence of a steady history of employment, and a lack of vocational skills can hinder efforts to find a job and make a decent wage and these present risk factors for re-offending. Providing educational programming and vocational training to adults while they are in prison can help them overcome these challenges by fostering the skills needed to find employment (Davis et al. 2014). Looking at 53 eligible studies and calculating 58 effect sizes, 15 Ndrecka (2014) found a statistically significant effect size (r=.06) on recidivism. This means there were statistically significant reductions in recidivism for individuals (males and females) who participated in adult reentry programs, compared with individuals who did not participate.

Objective: To reduce crime and re-offending by supporting administrators, policymakers, employers, communities, families and individuals, in their efforts to improve reentry.

<u>TARGET POPULATION</u>: The program will include men and women who are medium- to high-risk of re-offending. This includes individuals who have been sentenced to a minimum of 6 months in jail and are returning to the community upon release. Risk of re-offending will be determined through application of best practices.

<u>ACTIVITIES:</u> Collaborate with corrections, parole, probation, and other reentry service providers to implement or expand on reentry programs that include pre-release and post-release transitional services to assist in the reintegration of offenders into the community.

Goal 1.6 Community Re-Entry for Formerly Incarcerated Persons Detailed Activities

Pre-release:

- Collaborate with IDOC to Implement release planning protocol and activities
- Hiring re-entry specialists to work with inmates, parole and probation while incarcerated
- Needs/risk assessment while incarcerated
- Case-management services such as designing transition plan
- Literacy/GED classes, peer tutoring, adult basic education, and pre-apprenticeship training
- Job readiness training, including apprenticeships, communication and problem-solving skills, quides for job searches
- Mentoring for offenders during incarceration
- Family support specialists to work with inmates and their families to prepare them for release

Post-release. Develop and implement comprehensive case management and referral plans that directly address criminogencic risk and needs. These include:

- Education, literacy and employment/vocational services
- Substance use disorder treatment and services
- Family services
- Provision of basic support for up to twelve months post-release from re-entry specialist
- Address access to housing
- Support healthy family relationships through parenting and relationship classes
- Collaboration between community- and faith-based organizations and corrections, community supervision, law enforcement, and other local reentry stakeholders
- Coordinated supervision and services for ex-offenders, including physical health care and comprehensive housing and mental health care
- Public benefits assistance, TANF/welfare/public benefits agencies
- Transportation assistance
- Assistance with obtaining or replacing records or documents
- Stable, long-term housing
- Facilitating internship opportunities and arrangements to get private sector firms to hire ex-of-fenders under the federal Work Opportunity Tax Credit (WOTC)
- Re-entry related legal services

Goal 1.6 Indicative Budget Potential Partner Agency: First Followers	
Support for non-mandated intensive mentoring - Personnel (In Reach Coordinator) - Fringe Benefits - Stipend/Incentive Payments - Workforce Development Support	\$35,000 \$4,410 \$421,200 \$12,500 \$473,110
General Re-Entry Support (Pre-Release and Post-Release) - Personnel - Fringe Benefits - Travel - Equipment - Supplies - Contractual Services	\$107,500 \$16,231 \$5,000 \$20,500 \$34,500 \$30,000 \$213,731
TOTAL	\$686,841

^{1.} Personnel General Re-Entry Support: Project Director (33% of \$75,000 per year) and Community Supervisor (100% of \$32,500 per year)



GOAL 2

Community Engagement and Support

2.1 Developing and maintaining community relationships

Community change and improvement efforts require resident involvement and leadership to be successful. Neighborhoods in crisis face enormous obstacles. These neighborhoods need high levels of support, especially during the early stages, to launch and sustain effective community campaigns. Working with residents to address neighborhood problems and helping to restore safety and a sense of community are important aspects of a comprehensive crime and violence prevention approach.

Objective: To provide coordination for all programs and practices designed to reduce community violence through community-based intervention strategies and focused enforcement strategies.

Goal 2.1 Detailed Activities

Coordinating social services provided in target neighborhoods

Target high-risk youth aged 14 to 25 and implement strategies

Strengthen police and community relations

Collaborate to support and implement a Truancy Program

Summer youth programing

Aftercare education, employment and mentorship for juveniles leaving the justice system

Public education programs to address systemic issues of racism, implicit bias, poverty, sexism, etc.

Procedural justice, inherent bias, and gender-responsiveness training for law enforcement officers

Community support for substance abuse, addition recover, housing and business revitalization

Providing cash and other incentives to residents for information on violent crime and gun crimes*

Collaborate with community groups to implement community-led neighborhood safety initiatives.

*Except for an initial estimated payment of \$100,000 to the Crime Stoppers "Gun Bounty Reward Program", the activities listed in this section are part of existing programs or partnerships and should not require the allocation of new resources. They are included in this plan for monitoring and evaluation purposes. The listed activities tend to receive funding from a variety of sources and some of these may already form part of programs that are being funded or managed using City resources. It is important to know what impact these activities are having and whether there is a need to streamline and integrate the programs and services.

2.2 Integration of Services

Social service providers recognize that families seeking assistance face multiple, complex challenges which require services from more than one program. For example, Temporary Assistance to Needy Families (TANF) workers focused on helping clients obtain employment, often find that their clients also face challenges such as substance abuse, domestic violence, or mental health issues that interfere with successfully obtaining and keeping a job. 16 Child welfare workers recognize that addressing issues of mental health, substance abuse, and domestic violence challenges within family environments often requires connecting clients to economic supports and assistance to more effectively manage their lives and provide adequate care for their children. 17

In order to access the range of services they need, these families must often go to multiple locations and interact with a range of rules and regulations and a variety of caseworkers and case plans. Some caseworkers may have inconsistent expectations and obligations in different case plans or programs expectations may conflict. In addition, agencies often face limitations on the type of services they can fund. The fragmentation and complexity of such service delivery makes it extremely difficult for many families to obtain the services they need. Ironically, the most vulnerable families which need the most help are the least likely to be able to navigate such a complex, fragmented system. A number of states and localities have begun experimenting with ways to provide a more seamless service delivery system which offers a broad continuum of services tailored to the strengths and needs of individual families. In

To provide a more seamless service delivery system for a broad continuum of services and reduce barriers to accessing services by those who are most in need of social services.

Goal 2.2 Integration of Services Detailed Activities

Single Point of Entry: The notion here is that "there is no wrong door," that wherever a family first interacts with the social services system, family members can be connected to a broad range of services

Comprehensive Family Assessment: A comprehensive assessments may be initiated for all family members from the outset to identify the strengths and needs of a family early on and connect them with relevant services and supports as quickly as possible

Joint Case Planning: a single case plan or service plan for the family and a primary caseworker who coordinates with a multi-disciplinary team made up of staff from all relevant agencies.

Alternatively, a family may have more than one plan, but the plans are jointly developed across programs, with input from the family, so that the resulting plans are complementary, not conflicting

Hire consultant to develop proposal for integration that addresses, management issues, performance issues, and legal issues which may act as barriers to integration, such as confidentiality, eligibility, mechanisms for sharing information and management information systems

GOAL 3

To ensure the most effective use of available and potential resources

3.1 Program Evaluation and Monitoring

Program evaluation systematically assess the value and impact of policies, practices, and programs. It includes continuous data collection on implementation of the initiative and assessment of program outcomes over a period of time. Program evaluation provides an in-depth look into how a particular plan of action was implemented, whether the intervention is achieving stated goals or outcomes. It is important for the City of Champaign to regularly evaluate efforts undertaken and track the progress of initiatives in order for City staff to be able to:

- Demonstrate the contribution and impact of the plan and the City's investment
- Make evidence-informed decisions about how to invest resources
- Help adjust approaches during implementation
- Maintain accountability of stakeholders

Objective: Ensure that financial and staff resource are used wisely, and that violence prevention interventions supported by the City of Champaign and are achieving their desired outcomes and impact.

Goal 3.1 Detailed Activities

Hire consultant to design evaluation plan, develop RFP for specifications of additional evaluation team members and consult with City on additional evaluation methods.

Develop the process and impact indicators and identify data sources

Undertake periodic data gathering and evaluation:

- Surveys
- Group discussions and focus groups
- Individual interviews
- Observation
- Document Review such as meeting minutes and agency records
- Incentives for participations

Publish monitoring and evaluation reports

Make recommendations for program improvements

Goal 3.1 Indicative Budget Potential Partner Agency:	
Hire consultant for program evaluation	\$75,000
Develop the process and impact indicators and identify data sources	\$50,000
Undertake periodic data gathering and evaluation:	\$175,000
Publish monitoring and evaluation reports	\$5,000
Make recommendations for program improvements	\$50,000
TOTAL	\$355,000

- 1. Consultant evaluator contractor serves as architect for the evaluation team. This consultant assists with the design areas for all aspects of the model, determines an RFP process for evaluation team to conduct both a process and program impact evaluation.
- 2. Indicators developed for all areas; no partners will conduct their own research analysis/evaluation instead an evaluation team will conduct this work.
- 3. Data gathering which will include meetings with stakeholders, incentives for participation, interviews, documents.
- 4. Publishing and presenting evaluation reports as needed for funding sources, staff, partners and Council.
- 5. Ongoing recommendations for program improvements

BUDGET OVERVIEW

GOAL 1: PREVENT AND REDUCE GUN VIOLENCE AND PROMOTE PUBLIC SAFETY

Reduce interpersonal/ community violence, street violence,

Reduce the involvement of youth in groups associated with

gun violence, homicides and shootings

Activity

1.1 Street Outreach

1.1. Street Outreach

SUB-TOTAL FOR GOAL 3				3333,000
				\$355,00
Ensure that financial and staff resource are used wisely, and that violence prevention interventions that are supported by City staff and financial resources stay on track and are achieving the desired outcomes and impact.	3.1. Implement a system of periodic evaluations of City-led projects		355,000.00	TBD — Grant ARPA, or City Fundir
Objective	Activity	Target Individuals	Estimated Budget	Note
GOAL 3: COMMUNITY ENGAGEMENT AND SUPPORT				
SUB-TOTAL FOR GOAL 2				\$100,00
Reduce barriers to accessing services by those who are most in need of social services	2.2 develop proposal for integration that addresses, management issues, performance issues, and legal issues which may act as barriers to integration	Individuals who are most in need of social services	0.00	To be determined from resources alloca ed for Requests for Proposals (RFF
Ensure coordination of programs and practices working to reduce community violence.	2.1 Developing and maintaining community relationships	Working with residents to address neighborhood problems and helping to restore safety and a sense of community	100,0000.00	Allocation of new resources is n required for these activitie
Objective	Activity	Target Individuals	Estimated Budget	Note
GOAL 2: COMMUNITY ENGAGEMENT AND SUPPORT				
SUB-TOTAL FOR GOAL 1				\$2,739,364.5
To reduce crime and re-offending and improve access to resources by formerly incarcerated persons.	1.6 Pre-release and post release re-entry programs	Males and females who are categorized as having a medium- to high-risk of re-offending.	213,731.00	
Encourage close collaboration among community-based organizations, service providers, and law enforcement	1.5. Focused law enforcement strategies	Youth, black and Hispanic men residing in the neighborhoods with high levels of interpersonal violence and shootings.	0.00	TBD: Not all activities under the component will require new funding
Help persons affected by violence and conflict overcome stress and trauma	1.4 Access to Trauma-informed Services	Male and female adult and child victims of violence in identified priority neighborhoods who face direct service-oriented barriers or organizational barriers	807,703.50	
Reduce the risk of violence and retaliations	1.3 Custom Notification	Individuals who have rejected support services. These include probationers, parolees and individuals who are not under supervision but who are facilitating criminal activities.	0.00	Can be accommodated Under 1.1, 1.2 an with other existing resource:
Support for individuals who participate in serious violent crime with individually tailored tools, skills, and resources	1.2 Non-mandated Intensive Mentorship Program	Individuals identified by law enforcement and community as being responsible for the majority of serious crimes.	473,110.00	
interpersonal violence		associated with interpersonal violence		

Target Individuals

group and interpersonal violence

Hard-to-reach Youth that participate in, or who are

Individuals who are likely to be the victims or perpetrators of \$0

Estimated Budget

1,244,820.00

Notes

To be determined from resources allocated

for Requests for Proposals (RFPs)

Objective

ENDNOTES

1 Office of Juvenile Justice and Delinquency Prevention (2002). Planning for Implementation. OJJDP Comprehensive Gang Model. Washington, D.C.: Office of Juvenile Justice and Delinquency Prevention, U.S. Department of Justice.

2 Spergel, I.A., and Grossman, S.F. (1997). The Little Village Project: A community approach to the gang problem. Social Work, 42, 456-470.

3 Centers for Disease Control and Prevention. Web-based Injury Statistics Query and Reporting System (WISQARS). 2019. Available at: https://www.cdc.gov/injury/wisqars/index.html (Accessed on 11/12/2021)

4 In Matthay, et al. Firearm and Non-firearm Violence After Operation Peacemaker Fellowship in Richmond, California, 1996–2016.

5 Ibid.

6 Ibid.

7 Esbensen & Huizinga, 1991; Tolan & Gorman-Smith, 1998; Tracy & Kempf-Leonard, 1996.

8 In Richmond, in order to qualify for an excursion, fellows must be active participants in the program, agree to stop shooting, have completed a life map, and have a relationship with the ONS. For out-of-state travel, fellows must meet all the above criteria and, must also be willing to travel with fellows from rival neighborhoods.

9 Additional support may be provided from funds allocated by the City to hire two Victim Advocates

10 The budget stated here and in the rest of this document is preliminary. It is subject to change based on City Council's feedback and approval.

11 Matthay, Elliott, C., et al., Firearm and Non-firearm Violence After Operation Peacemaker Fellowship in Richmond, California, 1996–2016

12 (Am J Public Health. 2019;109:1605-1611. doi:10.2105/AJPH.2019.305288)

13 Ibid.

14 Effect size (ES) is a name given to a family of indices that measure the magnitude of a treatment effect. See Effect Size Calculators. University of Colorado. Retrieved on December 1, 2021, from https://lbecker.uccs.edu/effect-size

15 Hutson, R., A Vision for Eliminating Poverty and Family Violence: Transforming Child Welfare and TANF in El Paso County, Colorado (hereafter referred to as: "Eliminating Poverty & Family Violence") Center for Law and Social Policy, Washington, DC: 2003 available at http://www.clasp.org/DMS/Documents/1043875845.58/El_Paso_report.pdf; See also, Zedlewski, S., Snapshots of America's Families: Work and Barriers to Work among Welfare Recipients in 2002, Urban Institute, Washington, DC: 2003 available at http://www.urban.org/UploadedPDF/310836_snapshots3_no3.pdf.

16 See, Hutson, Eliminating Poverty & Family Violence

17 Geen, R., Fender, L, Leos-Urbel, J., & Markowitz, T., Welfare Reform's Effect on Child Welfare Caseloads, Urban Institute, Washington, DC: 2001 available at http://www.urban.org/UploadedPDF/310095_discussion01-04.pdf.

18 See, Ragan, M. Building Better Human Service Systems: Integrating Services for Income Support and Related Programs, The Nelson A. Rockefeller Institute of Government, Albany, NY: 2003; Planning Guide to Coordinate CalWORKS and Child Welfare Services, California Center for Research on Women and Families, Berkeley, CA: 2002 available at http://www.ccrwf.org/calworks/pdf/PlanningGuideFinal.pdf; Hutson, Eliminating Poverty & Family Violence.



REPORT TO CITY COUNCIL

FROM: Dorothy Ann David, City Manager

DATE: February 11, 2022

SUBJECT: EXPLANATION OF COUNCIL BILL NO. 2022-019

A. Introduction: The purpose of this Council Bill is to adopt the Community Gun Violence Reduction Blueprint as a Council Policy. The Community Gun Violence Reduction Blueprint sets forth a comprehensive, long-term strategy to address the root causes of gun violence impacting the Champaign community.

B. Recommended Action: The Administration recommends that the City Council pass this Council Bill adopting the Community Gun Violence Reduction Blueprint as a Council Policy.

C. Prior Council Action:

• A list of prior Council actions related to community anti-violence initiatives can be found in Attachment B of this report.

D. Summary:

- Since 2013, the City of Champaign has seen a significant increase in gun violence. In response to this, the City adopted Council Goals featuring key action items to support programs to reduce community gun violence. Council's commitment to addressing this critical need was reaffirmed with the adoption of the 2021-23 Council Goals and the identification of gun violence intervention as one of the top three priority areas for the use of federal COVID relief funding from the American Rescue Plan Act (ARPA).
- The City of Champaign has experienced a record number of confirmed shooting incidents, shooting victims and homicides. 2020 and 2021 were the deadliest years for increased community violence for the City as evidenced by data.
- City staff have analyzed data and studied actions which would address the root causes of
 community gun violence which include income inequality, poverty, underfunded public
 housing, under-resourced public services, underperforming schools, lack of opportunity and
 perceptions of hopelessness, and easy access to firearms by high-risk people.
- To effectively combat community gun violence, a comprehensive community gun violence reduction approach must be implemented. This Blueprint will serve as the foundation for the City of Champaign's efforts in addressing gun violence using prevention and intervention strategies offering a collaborative plan of action that aligns with best practices.
- The proposed Blueprint includes three goals and recommendations for specific areas to be addressed through existing City-community partnerships, while other service areas will require the identification of new service provider partners.

• Many recommended agency partners have been working with staff in developing the proposed Blueprint and are committed to continuous collaboration in implementing the proposed programs and strategies.

E. Background:

- 1. Champaign City Council Continues to Set Goals/Priorities to Address Gun Violence. The Champaign City Council continues to prioritize addressing gun violence as evident in the adoption of City Council Goals for the past seven (7) years. These goals also include Key Projects that relate specifically to community safety and deterring gun violence. These are:
 - Our City Promotes Safe and Healthy Neighborhoods (2015-2017)
 Key Project: Work with community members in implement programs intended to reduce gun violence.
 - Our City Ensures Community Safety (2017-2019)
 Key Project: Work with community members to implement and support programs to deter gun violence.
 - Our City Keeps Our Community Safe (2019-2021)
 Key Project: Work with community members and organizations to support efforts to deter gun violence.
 - Our City Keeps Our Community Safe (2021-2023)
 - o Key Project: Work with community members and organizations to support efforts to deter gun violence, including support of youth and families and youth programming.
 - o Key Project: Proactively address community violence through the research, development, and implementation of critical components of the focused deterrence model, including an organized hospital-based intervention, street outreach workers and violence interrupters, and ongoing program evaluations, as well as adding sufficient staff to oversee and coordinate of these initiatives.
- 2. 2020-2021 Deadliest Year in the Midst of a Pandemic. The City of Champaign has served as countywide lead in addressing gun violence for the past six (6) years through coordination and collaboration with governmental and community partners. In 2020, Champaign experienced a record number of confirmed shooting incidents, shooting victims and homicides. 2020 was a year of increased community violence across the State and across the country. The City focused on confronting gun violence while also addressing the numerous matters impacting the community relating to the COVID-19 crisis. In the City of Champaign, there were 189 confirmed shooting incidents in 2020, up from 100 in 2019. A confirmed shooting incident occurs when there is physical evidence that a shooting occurred; for example, bullet casings, property damage or a wounded individual. There were 57 shooting victims in 2020, compared to 34 in 2019. Gun related homicides increased significantly also, from 2 in 2019 to 9 in 2020.

As of November 15, 2021, there were 235 confirmed shooting incidents up from 189 in 2020. There have been 67 shooting victims in 2021 as of the date of this report, compared to 57 in all of 2020. Gun related homicides also increased, from 9 in 2020 to 15 to date in 2021. Community gun violence has many layers and needs a multi-pronged, holistic approach addressing the root causes for a response that will be meaningful and long-term. This work must be done in a

coordinated manner with a lead entity. At a Study Session on December 14, 2021 (SS 2021-037), City Administration presented an update on gun-related incidents and calls for service in 2021 and provided an overview of a proposed Comprehensive Community Gun Violence Reduction Blueprint for Council consideration. The City Council directed staff to finalize the Blueprint for adoption as a City Policy.

3. Community Gun Violence Reduction Blueprint. The Community Gun Violence Reduction Blueprint (CGVRB) is tailored after the Operation Peacemaker Fellowship implemented in Richmond, California and the Oakland Ceasefire Strategy as staff believes both frameworks best align with the needs of the Champaign community. The Blueprint consists of three (3) overarching broad goal areas that include strategies that have been designed based on best practices and evaluation results. In addition, the Blueprint describes the statement of the problem, objectives, target population, specific activities, and budget details.

To effectively implement this Blueprint, it will take an entire community from all disciplines to commit to this work, including health, education, social services, justice, policy, faith-based and the private sector. The Blueprint outlines specific activities under each goal and identifies several proposed partners who have been actively engaged with the City for many years, working on and offering anti-violence prevention and intervention services throughout the community. These agencies bring a culturally responsive lens to their work, serve communities of color and individuals who are, or have been, justice involved. These organizations listed below are uniquely positioned to serve as leads for specific areas and components of the Blueprint based on their past work in this area and established partnerships with the City. Staff have been in communication with these organizations, and they have submitted preliminary program descriptions and budget details that align with the proposed Blueprint.

Below is a summary of the foundational framework for the Community Gun Violence Reduction Blueprint.

a. Goal 1: Prevent/Reduce Gun Violence and Promote Safety. Goal one of the proposed Blueprint incorporates several strategies to prevent and reduce gun violence. The strategies in goal one focus resources towards active firearm offenders and individuals at a higher risk of reoffending through gun related offenses. The focus areas include a street outreach component that provides real time interruption of gun related violence through street outreach interventionists trained to identify potential risks as well as serving as trusted liaisons with enough "street cred" to assist in the de-escalation of additional retaliation threats.

In addition, faith-based mentors are proposed to coordinate community engagement activities in partnership with the most impacted neighborhoods. Another area of this goal is the non-mandated intensive mentoring which provides 24-hour case management, social service support along with a tiered approach to incentive payments for participants after successful completion of life skills training, workforce development and social well-being courses. The final component of this goal area is the custom notification component of CU Fresh Start which provides direct communication with high-risk offenders to offer immediate opportunities for changed behavior. Custom notifications

include a team of interventionists which include law enforcement, probation and/or parole officers, a case management provider and community organizations.

i. Programs to Address Active Firearm Offenders/Firearm related violence

- Street Outreach Strategy. Street outreach programs rely on outreach workers (sometimes referred to as "gang interventionists"), persons who are often indigenous to the community and who have experience in gangs and/or street organizations to reach out to the target group. The target group may be delinquent and mistrusting and are typically not served by mainstream service-oriented organizations. Outreach workers seek out and connect with these individuals where they live and spend time, including locations such as "community events, on street corners, parks, homes of various youth, and other places that members of the target group hang out". Street outreach workers form mentoring relationships with their clients, link them to needed services and institutions, and advocate on their behalf.
 - ➤ Proposed Partner To be determined through RFP. City will seek a lead entity to manage the "street outreach" strategy through the Request for Proposals process. Staff would recommend that this component be funded with additional resources from the City's ARPA allocation; however, the exact amount needed will be based upon proposals received.
- Non-mandated mentoring intervention. Voluntary mentoring programs to provide support for firearm offenders and persons involved with gun violence are a critical element of successful intervention models. These programs include individually tailored mentoring and 24-hour case management among other supportive services. Researchers who have studied focused deterrence models in Richmond California and Oakland California Ceasefire Program have found that by addressing fundamental determinants of all forms of violence such as substance abuse and access to resources and services, the non-mandated mentoring program was associated with reductions in firearm violence (annually, 55% fewer deaths and hospital visits, 43% fewer crimes). Voluntary mentoring would provide those individuals who participate in serious violent crime with individually tailored tools, skills, and resources to lead healthy, productive lives.
 - ➤ Proposed Partner First Followers. ARPA Funding Request: \$473,110. First Followers is a community-based, non-profit reentry organization that provides service and guidance to those impacted by the criminal justice system. First Followers uses a peer mentoring model to train formerly incarcerated individuals to become mentors to other formerly incarcerated participants through their GoMAD (Go Make A Difference) program. In September of 2019, the City Council approved an agreement with First Followers to allocate ICJIA grant funds to provide mentoring, job retention coaching, behavior change counseling and a life skills-based curriculum to participants in the CU Fresh Start focused deterrence initiative. (Council Bill 2019-169). Funding for this partnership ended in 2020. First Followers has continued to provide

transformative education, job training, and psychological support for adults who have a history of involvement with the criminal justice system.

First Followers current Go Make a Difference (GoMAD) program provides nonmandated peer mentoring and support for a 6-month period with incentive payments going to participants. This is similar to the Richmond, CA Peacemakers Fellowship program, which has been used as an effective form of prevention and intervention. Based on First Followers H3 model (harm, healing, and hope) the GoMAD program assists participants in reaching varying levels of independence while providing intensive support as a deterrent to recidivism. Based on First Followers expertise in providing this level of intensive mentoring, if City Council supports implementation of these recommendations, First Followers will increase the GoMAD support to an 18-month program with a tiered approach to incentivized payments. First Followers support will include social emotional groups, 24-hour case management, substance abuse support, cognitive behavioral therapy, tours/recreational excursions to broaden the horizons of participants and direct peer support. In addition, First Followers will connect with the street outreach component and receive direct referrals from custom notification for placement in the GoMAD program as well as providing support to direct service providers. The additional connection with street outreach will allow participants to be directly referred for individual assessment and placement in the program to ensure timely intervention for those currently engaged in gun violence incidents or at risk of being harmed.

- Custom Notifications. Custom notifications are routinely used within larger focused deterrence initiatives. Involving official visits by law enforcement officials to identify individuals at-risk for violence, this violence reduction strategy evolved from activities involving home visits, targeted street stops, and "knock and talks" such as those used in Boston's Operation Night Light. Custom notifications have also been used as a stand-alone strategy to target high-risk, street group members through home visits or face to face contact. Individualized anti-violence messages are delivered by police and may also include community members or other individuals to reduce the risk of violence and retaliations by implementing offender-focused strategies to reach offenders who have rejected other forms of support and persons who are not yet convicted of a crime but who are facilitating criminal activity. Custom notifications will involve partnerships with law enforcement officials, community members, family members, faith-based community, coaches, and mentors to target individuals at-risk for violence.
 - ➤ City to Coordinate Implementation of Custom Notifications. The local focused deterrence initiative, CU Fresh Start, shifted its engagement approach from a call-in model to a custom notification approach in 2019. City staff assigned to coordinate the CU Fresh Start initiative, in partnership with law enforcement, social service agencies and community representatives will continue to lead this portion of the gun violence reduction strategy.

- **ii. Programs to Support Youth and Families at Risk of Being Harmed or Harming Others.** These programs will support youth in making positive life choices. They aim to connect youth to positive social services and role models to make youth understand that they do not need to follow a lifestyle associated with violence to gain acceptance. The activities and services will focus on helping youth and families gain access to a wide array of health and social services including education, recreation, enrichment, substance abuse treatment, tutoring, food, clothing, and shelter, as well as violence prevention and intervention.
 - Street Outreach Strategy. Like the street outreach programs described for adult firearm offenders, a street outreach strategy focused on youth offenders is an important component of a successful violence intervention strategy. While the elements of street outreach for youth will be very similar to the street outreach interventions for adults, youth outreach must be intentionally built around the needs, interests and challenges faced by young people. Youth mentoring will be supported by linkages to service providers and initiatives that are built to wrap around the needs of youth and their families, with mentors serving as advocates to help them engage and navigate community supports.
 - ➤ Proposed Partner To be determined through RFP. City will seek a lead entity to manage the "street outreach" strategy through the Request for Proposals process. Staff would recommend that this component be funded with additional resources from the City's ARPA allocation; however, the exact amount needed will be based upon proposals received.
 - Youth Violence Prevention. As an increasing number of gun related offenses are involving younger offenders, the need for focused services for youth has emerged. This component will include a youth focused street outreach component, parent supports, youth peer supports, and other programming that instills hope in youth at high risk of offending and high risk of being victimized. This area will also focus resources on out of school youth that may not have educational connections and/or other supports through community-based organizations.
 - ➤ Proposed Partner Youth Family Peer Support Alliance. ARPA Funding Request: \$135,900. The Youth and Family Peer Support Alliance is a non-profit organization providing programs and services to families of youth ages 10 to 21 who are experiencing mental, emotional, or behavioral health problems. The Youth and Family Peer Support Alliance currently receives referrals from the Community Violence Response Task Force (CVRT) and Trauma & Resilience Initiative (TRI) to provide support to youth and families impacted by community violence.

The Peer Alliance approach focuses on the parent's ability to drive their individual service plan. If City Council supports implementation of these recommendations, the peer mentors will provide support, coaching and referral linkages to individuals and families. The support is geared to provide a non-

authoritative and nonjudgmental approach to services which allows a parent to "activate" their own needs such as counseling, training, and other areas. A peer mentor provides lived experience as a part of the support and is trained to provide varying levels of paraprofessional resources which include navigating systems such as educational, justice, mental health, and general social services. The length of engagement is based solely on specific family needs and many supports are triggered by a specific crisis. The average family is engaged from 8-24 months, and intensive cases receive weekly contacts. Referrals to the program can be made as self-referrals or referrals by agencies, such as hospitals, Trauma & Resilience Initiative (TRI), or other community organizations. Individuals are contacted within 48 hours to begin support.

In addition to individual support, Peer Alliance provides Growing, Learning, Achieving and Maturing (GLAM) girls, a group geared to serve girls and young women impacted by gun violence. The GLAM Program is an educational peer led group for girls ages 13 to 17. This group provides mentoring and opportunities for young women to discuss issues such as self-esteem, body image and empowerment with their peers. Participants learn effective communication skills, coping skills, and develop tools to navigate friendships, manage stress, respond to peer pressure, and build resilience.

- ➤ Proposed Partner Driven to Reach Excellence and Academic Achievement for Males (DREAAM) Academy. ARPA Funding Request: \$216,000.

 DREAAM Academy is a non-profit organization with a mission to reduce the achievement and opportunity gaps among boys and young men which has expanded to now include young girls and young women. Since July 2015, DREAAM has built a pre-kindergarten to college pipeline program cultivating academic excellence and positive citizenship. DREAAM has also been a partner of the Champaign County Community Coalition, providing mentoring and career opportunities to participants in the CU Fresh Start focused deterrence initiative. If City Council supports implementation of these recommendations, DREAAM will implement Hope for the Future, a new program model that expands current services and incorporates two new program areas through a three-tiered approach, focusing on outcomes of child well-being, violence prevention, trauma healing and holistic needs.
 - o **Tier One (1) Wellness Programming for All.** Tier one, a program expansion, will provide year-round, free to low-cost physical, artistic, and culturally enriching programming for children. An estimate of 100 participants will be enrolled in wellness programming to increase access to community-based programming for low-income children. In partnership with Champaign Unit 4 Schools, physical health programming will be located at Garden Hills Academy on Saturdays from 9:00am 12:00pm. In addition, cultural identity is an important contributor to children's wellbeing. Hope for the Future will develop a community drill team program to teach children culture, health, and social emotional learning. The drill team program will

- consist of a variety of cultural arts including hip hop dance, drumline, stepping and cheerleading. Children will engage in this program year-round during weekly evening hours and participation will take place in community spaces, such as local churches, schools, and public events.
- o **Tier Two (2) Focused, Community-based Gang Prevention.** Tier two, a new component, will engage 12 middle school Black/African American boys involved in and/or at risk of being in the mental health and juvenile justice systems. Participants will be identified through a variety of sources including parent and youth interviews, social histories, and school discipline data. Gang prevention services will be implemented year-round in community-based settings, led by Champaign residents who will be trained in mentoring, life coaching, healing circles, restorative justice, and healing-centered engagement. Prevention services will include intensive one-on-one mentoring (two to three contacts per week between mentor and mentee), culturally relevant behavioral interventions (healing circles, cultural awareness), athletic programming and case management to address chronic barriers (such as food insecurity, academic underachievement, and mental health).
- O Tier Three (3) Intensive Services for Disconnected/Out of School Youth Ages 14 18. Tier three, a new component, is designed to reach, teach, and empower youth ages 14 18 with intensive educational, vocational, and behavioral services to address the social and educational disparities faced by this targeted population. In addition, Hope for the Future will support a youth-led wraparound plan to address and improve educational and life skill developmental needs. Intensive services will be comprehensive and coordinated across systems and will include high school completion, post-secondary educational planning, job training and placement, life skills, substance abuse, counseling, life coaching and driver's education.
- Youth Development. Youth Development activities will focus on areas that provide prevention services through a myriad of approaches which include enhanced support before, during, after school and on the weekends. This includes connecting youth through academic enrichment, tutoring supports, athletics, recreational and cultural programming designed to broaden horizons, performing arts, weekend schools, and parent supports.
 - ➤ Proposed Partner Unit 4 Schools Safe & Healthy Communities Program. City/School District to Share Costs: \$526,620. ARPA Funding Requested. To achieve their mission of "positively transforming learning and life outcomes for students through educational justice, equity, and excellence," Champaign Unit 4 Schools and the City are working together to reach beyond the regular school experience and empower students using an expanded model of youth engagement. This expanded model includes enrichment activities, academic support, career exploration, recreation, cultural field trips and

intramural sports. If City Council supports implementation of these recommendations, Unit 4 will expand the current Goal Getters program, add a version of the Goal Getters program for young women, implement a Parent Academy/Parent University, develop a Saturday Immersion and Extension Program, offer Secondary Intramural Teams, expand the Brilliant, Bold, and Beautiful program for young women of color, and add a similar program for young men of color. These programs will provide rewarding opportunities to increase positive self-image, build cooperation, collaboration, and a shared sense of success. This comprehensive approach is designed to meet the varying needs of a diverse community while ensuring that all groups and individuals are included in a healthy, engaging set of experiences. Specific cost share between the City and School District is yet to be determined. City staff recommends that the City's contribution be funded using ARPA funds.

➤ Proposed Partners - STEAM Genius/East Central Illinois Youth for Christ Collaboration. ARPA Funding Requested: \$216,300. STEAM Genius is a not-for-profit organization that uses specific "cool factor" engagement methods to show up consistently and authentically in underserved spaces to attract the curiosity of underserved youth and young adults. Sparking their curiosity provides an entry point to offer STEM and STEAM (Science, Technology, Engineering, Art, and Math) educational opportunities that allow youth and young adults to witness their own genius and future possibilities. STEAM Genius includes the Hip Hop Express, a mobile studio and lab which was an integral component of the City's Lovin U Campaign Tour this past summer in neighborhoods experiencing gun violence.

Youth for Christ (YFC) is a not-for-profit organization that supports youth in Champaign-Urbana, working with the faith community and other partners to provide mentoring, academic support and recreation through existing programs including Midnight Basketball and the Unit 4 School District Lunch Crews. Midnight Basketball is an outreach program which provides safe space at churches in Champaign and Urbana for middle and high school students to play basketball and fellowship on Friday nights. The YFC Lunch Crews take place within Champaign Unit 4 lunch periods, with YFC and community partners sponsoring lunches for students. YFC staff and community mentors deliver weekly themed lessons to help young people strengthen their problem solving, conflict resolution and academic skills. As a recreational component, the young people work alongside the mentors to build and race radio-controlled (RC) cars.

If City Council supports implementation of these recommendations, the proposed partnership would expand the current Lunch Crew program to include a two-hour afterschool component for increased academic support, the purchasing of additional RC cars to increase the number of participants, and culturally responsive community presenters to share real life experiences and motivate the students. A portion of the funding would also add staff to implement and oversee the expanded program.

The On-Track Program is a combined tech mentoring program between YFC and STEAM Genius that engages young men and women through applied learning activities in radio controlled (RC) motorsports and sound design engineering. This program works with youth to use STEAM skills in fun and innovative ways. This program connects with young people through activities that allow them to design and build projects that resonate with their interests.

This program will build on the existing Lunch Crews within Champaign Unit 4 School District's three middle schools and two high schools which serve between 30 and 50 students daily on a rotating basis. Students are referred to participate by Unit 4 counselors, teachers, and administrators. The On Track Program will be led by STEAM Genius in partnership with YFC and expand the lunch crew program to include an afterschool component. STEAM Genius and YFC staff will assist with assembly of RC cars, monitoring participating students' academics, tutoring students in need, and providing mentoring to discourage students from engaging in violent behavior. The goal of this program is to use mentors, STEAM, and RC cars to teach students the importance of staying "on track" in school, in their community and in real life.

> Proposed Partner – Housing Authority of Champaign County - YouthBuild **ARPA Funding Request: \$150,000.** Housing Authority of Champaign County (HACC) YouthBuild is a U.S. Department of Labor-funded, non-residential, community-based alternative education program. The program is funded to serve at-risk and disadvantaged youth between the ages of 16 and 24 who are high school dropouts, adjudicated youth, youth aging out of foster care, youth with disabilities, homeless youth, and other disconnected youth populations by providing basic education, occupational training and leadership training while addressing several core issues important to low-income communities: affordable housing, education, employment, and leadership development. The program consists of 3 components: construction, education, leadership. YouthBuild students spend time on a job site, learning the construction trade with hands-on experiences of building homes for their communities and other small projects. This creates housing for low-income families while giving the students marketable job skills. YouthBuild members complete over 100 hours of community service and more than 170 hours of hands-on work experience rehabilitating affordable housing. Participants may remain in the program for 6 to 18 months.

The YouthBuild Program has provided education, work force development and life skills training to participants in the CU Fresh Start focused deterrence initiative. The success of the program has led to a larger demand leading to a waiting list of over 100 young people. If City Council supports implementation of these recommendations, staff is proposing sponsoring of full program tuition for 15 individuals on the waiting list at \$10,000 a piece. Participation will include receiving a high school diploma, National Center for Construction

Education and Research Certificate (NCCER), OSHA 10, monthly stipends, and various other career readiness certifications. Additionally, students will receive all equipment, uniforms, supportive services, job placement and 12 months of follow up.

- iii. Trauma-Informed Support and Services to Victims or People Harmed by Violence. At the most basic level, victims of violence require services to help them meet fundamental needs, such as shelter, food, and employment assistance. Emergency housing has been identified as a need of both domestic violence and elder abuse victims in Illinois immediately following victimization. In addition to fundamental needs, victims often have presenting needs, including those that require legal services, medical or mental health care, and longer-term housing. To help persons affected by violence and conflict to overcome stress and trauma, the Blueprint recommends providing them with coping tools, skills, and services to help them regain stabilization and normalcy. Use of trauma-informed, strength-based approaches and other community-defined methods that are culturally, ethnically, and linguistically responsive are vital to community healing in the aftermath of violence. Another major aspect of this component is the coordination of a hospital-based intervention program designed to connect directly with victims and providers beginning with emergency room contact.
 - Community Violence Response Task Force (CVRT) CVRT is a volunteer-based subcommittee of the Champaign County Community Coalition which provides direct support to members of the community in the immediate aftermath of being impacted by community violence. The CVRT is activated by its members or by community partners after being notified of an incident of community violence. CVRT members convene to address immediate needs for impacted community members and to identify a CVRT liaison as a direct contact for the family. These liaisons are generally individuals with prior relationships with the affected families. Coordinating support through a trusted liaison is important so the family is not overwhelmed in the aftermath of a tragedy by several different agencies, individuals and strangers offering services and requesting personal information.
 - ➤ City to Coordinate CVRT. City staff, in collaboration with Trauma & Resilience Initiative (TRI) and other Community Coalition Partners, will continue to coordinate the response of the CVRT. At this time, additional funding is not requested.
 - Trauma-based Interventions; Proposed Partner Trauma & Resilience Initiative (TRI). ARPA Funding Request: \$407,704. Trauma and Resilience Initiative (TRI) is a non-profit organization that educates and promotes healing and resilience in individuals, families, and organizations across the Champaign-Urbana community. The organization's mission is to provide communities with knowledge and tools to understand trauma and resilience so they can respond to people's needs in a culturally responsive, strength-based, and trauma informed way. Trauma & Resilience Initiative (TRI) has provided leadership, expertise, and experience in

mental health support services for the Community Violence Response Task Force (CVRT) and Champaign County since 2018.

Trauma & Resilience Initiative (TRI) will address an essential gap in service and support by expanding the availability of trauma specific practices. Currently, there are too few therapists who are certified to provide proven trauma specific treatments. If City Council supports implementation of these recommendations, using a preferred provider plan, Trauma & Resilience Initiative (TRI) will build a network of clinicians – primarily targeting clinicians who are Black/African American and/or with proven experience working effectively with youth and families impacted by gun violence. This will include a range of trauma specific treatment options such as individual, family and group. It includes intentionally adding trauma specific interventions that can be used by clinicians and paraprofessionals providing interventions for youth, caregivers and those who are at risk of or who have been impacted by the criminal justice system.

• Hospital-based Intervention; Proposed Partner - Carle Hospital Emergency Department. ARPA Funding Request: \$400,000. Carle Foundation Hospital is the local trauma center that receives victims of gun violence who need emergency medical care. Carle currently provides some hospital-based supports to families of violence victims and has identified the need to more closely coordinate with Trauma & Resilience Initiative (TRI) and other partners to maintain seamless support for victims and families impacted by community violence. Hospital-based intervention is a component of each of the violence intervention models researched by staff. Hospital-based Intervention Programs (HVIP) combine the efforts of medical staff with trusted community-based partners to provide safety planning, services, and trauma informed care to those injured by violence. Engaging patients in the hospital during their recovery is a prime opportunity to reduce retaliation and recidivism. HVIPs identify patients at risk of repeat violent injury and link them with resources aimed at addressing underlying risk factors for violence.

If City Council supports implementation of these recommendations, Carle will integrate an around-the-clock Emergency Department (ED) social work team through which Carle Foundation Hospital will be able to connect community members with the resources needed to interrupt the increasing numbers of interpersonal violence. The use of social workers creates a model to care for the patient during the acute injury phase and provides a connection between the ED and community resources. Connecting patients and families to community resources is crucial to help break the cycle of violence experienced by the community.

If approved, the City will enter into a subrecipient agreement with Carle Foundation Hospital to implement 24/7 Social Work coverage in the Emergency Department and provide 50 percent of the cost of 4.5 full time equivalent social work professionals to provide counseling services. This agreement would be eligible to be funded with a grant, either ICJIA or ARPA. These social worker positions would be Carle employees. The estimated cost for a two-year contract is \$400,000. While

the City and Carle may pursue other grant-funding opportunities, City staff would recommend that the City's contribution for the first two years come from ARPA funding.

- Victim Advocacy. During the Study Session on policing reforms in February 2021, City Council asked staff to pursue the addition of victim advocates on City staff to coordinate successful navigation of the criminal justice system beginning with initial law enforcement contact. Victim advocacy is also an important element in the City's response to community violence, helping to address trauma and minimize impacts on victims and their families. Victim Advocates would be responsible for the facilitation of services designed in seeking justice, coping, and healing for victims of violent crimes. Major responsibilities of the Advocates would be supportive and crisis counseling, making referrals to appropriate social services, and serving as a liaison between the family, Police Department and other justice services including the courts and State's Attorney's Office, hospital-based social workers, and community organizations.
 - ➤ City to Add Victim Advocate Positions, Recommendation to Fund within the General Fund. Based upon prior Council direction, staff would recommend the creation of two Victim Advocate positions within the City organization. These positions could be funded as two of the "undesignated" Police positions in the current Salary and Staffing Ordinance. Additional information can be found in the Budget and Staffing Impact sections later in this report.
- iv. Focused Law Enforcement Strategies. Another important component of the Blueprint are activities to encourage close collaboration among community-based organizations, service providers, and law enforcement. As often stated, "we cannot arrest our way out of it", but instead law enforcement must partner with the community to have a greater impact and build trust. The Champaign Police Department, in collaboration with other local law enforcement agencies, will serve as a partner in the overall proposed Blueprint focusing on the following activities to address community gun violence.
 - Building Police Community Relations through Increased Engagement. Through active community engagement and transparency, the Department will continue to build positive relationships and strengthen trust with the public. From attending Community Coalition meetings and events, neighborhood meetings and block parties, to providing safety presentations or serving on a host of proactive committees, Police Department personnel will take part in several community engagement initiatives and are committed to the continued strengthening of police community relations. In addition, CPD will continue to meet the mandate of Police Reform as directed through legislation to include mandated procedural justice training.
 - Champaign County Street Crimes Task Force (SCTF). Representatives from Champaign Police will continue to work as a part of the multijurisdictional SCTF.

The SCTF unit started as a pilot project during 2015. The SCTF is a multi-jurisdictional unit staffed with officers from the Champaign Police Department, Champaign County Sheriff's Office, Urbana Police Department, and the University of Illinois Police Department. The SCTF works collaboratively with patrol and investigations to address community gun violence in Champaign and Urbana. SCTF members also address narcotics issues as it is not uncommon to find firearms and illegal narcotics possessed at the same locations. Local police efforts to combat violence have been a cooperative effort and will remain a component of the Blueprint.

- Return to District Lieutenant Concept. An additional approach to better focus on the local impacts of crime will be a return to the District Policing approach that improves problem-solving efforts and engages citizens in crime prevention and response. Under the District Policing approach, patrol lieutenants are assigned to geographic areas of the City and are responsible for their district on a 24-hour, 7-day a week basis. This provides for consistent leadership and supervision of patrol personnel assigned in those areas, creates a single point of contact for neighborhood groups and residents, and helps to strengthen interpersonal relationships and trust between City residents and the Police. In October of 2021, CPD re-established the district lieutenant concept to increase opportunities for engagement with neighborhoods and residents in a way to foster greater cooperation in solving crimes through building police community relations. Full implementation of this approach is dependent on police staffing levels.
- **Technology.** Across the nation, technology has increasingly become an asset to law enforcement in the identification, investigation, and prevention of crime. In 2019, CPD began using National Integrated Ballistic Information Network (NIBIN) to assist with firearm investigations. NIBIN is ballistic imaging technology that compares images of submitted ballistic evidence, or shell casings, from shooting scenes and recovered firearms and produces a list of possible similar results through the network. This enables investigators to match ballistics evidence with other cases locally and across the nation, efficiently providing law enforcement with investigative leads. It additionally helps reveal previously unknown connections between violent crimes in different states and jurisdictions.

In addition to the NIBIN technology, staff provided Council with an overview of Automated License Plate Readers (ALPRs) and Council gave preliminary direction for staff to negotiate a contract to install ALPRs in the City to help identify vehicles of interest and aid in criminal investigations, particularly in the immediate aftermath of a shooting incident. Council also provided preliminary direction to pilot gunshot detection technology as part of the ALPR installation. On December 21, 2022 at the Regular Council meeting, Council approved Council Bill 2021-178 the contract for a two (2) year agreement with Flock Group, Inc. for the lease and installation of thirty-six (36) Automated License Plate Readers (ALPRs).

- Monitoring Crime Related Offenses and Trends. Through implementation of the SARA (scanning, analysis, response, and assessment) problem-solving methodology and Intelligence Led Policing (ILP), CPD will continue to identify trends, analyze problems, develop specific actions to address those problems and determine if the response has been successful. To help assess crime trends, the Champaign Police Crime Analyst provides a weekly citywide crime report to police department management. The report includes week over week percentages for a series of crimes, including burglary to motor vehicles, domestic disputes, theft, robbery, shots fired and shootings, while also providing a summary of incidents by district: North, Northwest, South, and Southwest. Crime analysis helps the department establish patterns and to make correlations that are then used to inform and help police response, patrol operations and investigations. Crime analysts are also responsible for proactively monitoring social media, emerging threats in the community and to supplement casework for detectives. Crime analysis and assessment will be an active part of the Community Gun Violence Reduction Blueprint to ensure non firearm related offenses do not increase because of the reduction of community gun violence and allow CPD and the SCTF to also monitor any trends and report those as a part of regular firearm updates.
- v. Recovery and Community Re-entry for Formerly Incarcerated Persons. Re-entry programs help to reduce re-offending, help administrators, policymakers, employers, communities, families and individuals, and others in their efforts to reduce crime and improve reentry pre and post release. Collaboration with corrections, parole, probation, and other reentry service providers will continue to be implemented or expanded to support reentry programs that include pre-release and post-release transitional services to assist in the reintegration of offenders into the community.
 - Proposed Partner Illinois Department of Corrections (IDOC) Parole and Re-entry Division. The Illinois Department of Corrections Parole and Re-Entry Division has agreed to provide pre-release in-reach connection and case management services for men and women returning to Champaign County from IDOC custody, in addition to post-release assessment, referrals, and other services through individuals' reintegration and return to the Champaign Community.

IDOC will identify all individuals in custody returning to Champaign County within two years of their release date to inform them of the City's community re-entry initiatives. IDOC will facilitate in-reach meetings to connect individuals with City staff prior to their release date. To assist in facilitation of communication with this project and provide additional case management and support, IDOC is seeking to fill the position of Correctional Assessment Specialist. This staff member would be available to facilitate communication with this project and provide additional case management and support for identified participants. IDOC will also make opportunities available for City staff to present information to potential participants at the Champaign-Urbana Summit of Hope and Re-Entry Summits within the 28 IDOC adult correctional facilities. No additional funding is requested at this time.

- Proposed Partner First Followers. ARPA Funding Request: \$213,731.00. First Followers currently has a part time In Reach Coordinator that provides supports to formerly incarcerated individuals prior to release. If City Council supports implementation of these recommendations, First Followers will expand this service to align with the commitment of support through the Illinois Department of Corrections to work with individuals currently incarcerated up to two years prior to release to engage and support through an In Reach approach. First Followers will add a full time In Reach Coordinator to provide services.
- b. Goal 2 Community Engagement and Support. Working with residents to address neighborhood problems and helping to restore safety and a sense of community are important aspects of a comprehensive crime and violence prevention approach. To provide coordination and focus for all programs and practices designed to reduce community violence, through community-based intervention strategies and focused enforcement strategies. The Community Coalition will be the primary vehicle for fostering and expanding community engagement and partnerships. Coalition activities will include regular monthly meetings with community members, Walk-as-One events in neighborhoods, racial justice education and advocacy, resource fairs and events, and mobilizing community members to respond to emerging community issues of mutual concern, including community violence and emergencies involving youth and families.

i. Developing and maintaining Community Relationships

- Increase Support for Crime Stoppers Gun Bounty Reward Program. ARPA Funding Request: \$100,000. The Community Coalition and the City of Champaign committed \$30,000 in 2019 to Champaign County Crime Stoppers to support the nonprofit's Illegal Gun Bounty Reward Program. Since allocating these additional funds, tips to Crimestoppers have resulted in 42 arrests and the recovery of 55 firearms. Through this program, Champaign County Crime Stoppers pays the maximum \$1,000 cash reward for anonymous tips that lead to the arrest of an individual using a gun during the commission of a felony crime in Champaign County. If City Council supports implementation of these recommendations, it is the Champaign County Crime Stoppers Board's intention to raise the reward to \$2,500 for any information that leads to the arrest of a person who used a gun in the commission of a felony crime in Champaign County. In addition, they hope to raise the reward to \$5,000 for information that leads to the arrest of a person who used a gun in the commission of a homicide.
- Continue Partnership with UIUC Center for Social and Behavioral Sciences (CSBS) Rokwire Smart City Project. The goal of the CSBS/Rokwire Smart City Project is to provide useful and integrated tools for the Champaign-Urbana community that would reduce gun violence. The project aims to adapt an existing Rokwire app, the Illinois App, to provide a technological tool to help community members report crime in real time and increase community engagement in violence response. The project is a National Science Foundation supported collaboration that

prioritizes the community members' needs and addresses the community's most urgent concerns about gun violence. Community members are steering the project's direction and directly contributing to its success. City staff have worked with CSBS in the planning phases of this project which include assisting with interviewing community members and identifying youth through the Goal Getters program to serve as community scientists for the project. The project entails four phases: 1) immersion in the community; 2) opportunity area identification; 3) concept creation; and 4) prototyping. Currently, the team is finishing the immersion phase, having spoken with multiple community members and institutions, and is moving into the opportunity area identification phase. To date, the team has tentatively identified four potential areas of development including 1) helping service providers reach the right people; 2) technological platforms to aid mentoring of youth; 3) apps to interrupt the cycle of violence, and 4) tech platforms to facilitate coordination among stakeholders. Additionally, the project aims to simultaneously investigate foundational technological and social science research questions related to community-based solutions to reducing gun violence. This project is funded by the National Science Foundation, via the Smart & Connected Communities Planning Grant (S&CC-PG) funding mechanism. The expected date to have the concept creation and prototyping finished is by Fall 2022.

- **ii. Integration of Services.** Integration of Services will provide a more seamless service delivery system that offers a broad continuum of services and reduces barriers to services by those who are most in need. It would also establish or enhance platforms and systems to enable coordination of public and private social service providers and healthcare providers while recognizing privacy concerns.
 - Additional Opportunities for Partnership- University of Illinois Campus Community Compact to Accelerate Social Justice. In July 2020, UIUC Chancellor Robert Jones issued a call to action to address racism and social injustice. Based on this, the Community Action and Public Engagement (CAPE) Working Group convened a group of community and university leaders to address systemic racism and its impact on our community. The convening group developed specific areas for the compact which include providing a space to give voice to community concerns and issues, develop a strategic evidence-based approach to combat systemic racism in our community, create 1–2-year short term and 5–10year long term action plans to support impacted groups and their surrounding environments by maximizing the cultural assets/wealth that they can contribute to improve the entire community. Six focus areas were identified: accessible technology, community relations, economic development, health wealth and resilience, inclusive education, and workforce development. Each of the focus area working groups have identified the need for increased integration of services, including shared physical space or "hubs" as an unmet need in the community. City staff have been engaged in the Community Compact discussions since its inception. The Chancellor's Office has repeatedly stated their commitment to partnering with the wider community to address community safety and advance violence intervention activities. Staff will continue to work with University leadership to

find additional ways to partner on areas of mutual interest, to minimize duplication of services and address root causes of violence.

- **c. Goal 3 Data-Driven Decision Making.** Program evaluation is a systematic way to assess the value and impact of policies, practices, and programs. It includes continuous monitoring and routine data collection on implementation of the initiative or an assessment of its outcomes over a regular period of time. It provides an in-depth look into how a particular plan was carried out, whether the intervention is on track, or whether expected goals and outcomes were achieved. Because planning and carrying out a violence prevention plan take time, attention, and resources, it will be important for the City of Champaign to regularly evaluate its efforts as a whole, as well as track the progress of practices, initiatives and programs.
 - i. Research, Monitoring and Evaluation ARPA Funding Request: \$355,000. In 2017, after a request for proposals (RFP), Institution Builders was contracted by the City of Champaign to conduct a program evaluation of CU Fresh Start as required by the Illinois Criminal Justice Information Authority (ICJIA). Since 2017, no other evaluation has been conducted by the City of Champaign to effectively identify successes, gaps, capacity, or resource analysis for gun violence prevention and intervention programming. Based on this, and the review of other models and evaluation methods, the third goal of the CCGVRB focuses on research, monitoring and evaluation and will be a critical aspect of implementation. Effective program evaluation and monitoring must begin at the start of the implementation process. Based on models reviewed, staff will incorporate a variety of monitoring methods to ensure the overall effectiveness of programming. The two evaluation types used will include process evaluation and program impact evaluation:
 - (a) The Process Evaluation. The process evaluation will focus on how the model is implemented. This will include the staffing structure, allocation of resources, and accountability mechanisms for effective implementation. The National Council on Crime & Delinquency's (NCCD) Process Evaluation for the Office of Neighborhood Safety (ONS) (2015) was commissioned by the California Wellness Foundation and the City of Richmond, California to conduct a process evaluation of the Office of Neighborhood Safety in Richmond which highlighted a slight increase in non-firearm-related violence while gun-related offenses decreased. Staff would recommend developing a local Request for Proposals to follow the Richmond model for process evaluation. The goals of the process evaluation were to:
 - Provide the City of Richmond with recommendations for improving the efficiency and effectiveness of the ONS and outline next steps for further evaluation of specific intervention strategies.
 - Provide capacity for the ONS to document the impact of its work in the Richmond community and the lives of one group of clients (participants in the Operation Peacemaker Fellowship).
 - Provide a framework for an outcome evaluation of the Fellowship.

This (NCCD) model employed a paradigm consisting of five key elements of program development context, identification, interventions/services, linkages, and goals and assumes that program implementation is shaped by many contingencies, events, and forces, as well as by explicit internal policy and program decisions. While this evaluation did not reveal outcomes regarding program effectiveness, it did chronicle in participants' own voices the positive impact that the ONS and the Fellowship are making on the community, the fellows, and their families.

(b) The Program Impact Evaluation. The program impact evaluation will monitor services provided through the City and through contractual partnerships, measure achievement towards specifically outlined goals and deliverables, and identify unintended outcomes. In 2019, a group of scholars from Northeastern University and Yale University were selected to conduct an impact evaluation of the City of Oakland's Ceasefire program in partnership with the Oakland Police Department, and California Partnership for Safe Communities. The purpose of the impact evaluation was to examine the effect of the Oakland Ceasefire program on serious violence and individuals at high risk for engaging in serious violence which highlights several noteworthy effects of the violence reduction initiative. First, a place-based analysis showed that the program is associated with a reduction in gun homicides in Oakland that is distinct from the trends in other comparison cities. Next, a gang/group-based analysis revealed a steeper decline in group-member-involved shootings compared to non-group-member-involved shootings. Third, compared to non-participants, individuals who participated in the Ceasefire program experienced a non-significant decrease in victimization. However, participants also experienced more arrests when compared to the non-participant comparison group. Lastly, the qualitative analysis involving 21 interviews with local stakeholders shed light on the program's successes and continued opportunities for improvement. This City of Oakland model utilized various evaluation methods approaches towards providing evidence that Oakland's Ceasefire has been successfully able to endure several challenges and develop into what is widely considered to be the city's most impactful violence reduction initiative.

To accomplish the successful design of each evaluation type, the City will contract with a lead external evaluator who will be responsible for identifying additional evaluation team members with specific expertise to carry out the evaluation objectives. The lead evaluator will assist staff in identifying the specifications of a request for proposals to engage additional evaluators, identify specific areas of potential partnership with the University, develop a timeline for each evaluation area and consult with staff on overall evaluation design to include initial metrics, use of specific data collection tools and other research methods necessary to ensure a quality evaluation process. The lead evaluator will have a background in research methods that are culturally responsive and an "equity lens" methodology when conducting research. On January 28, 2022, a Request for Proposals was issued for this work.

4. Next Steps. City staff from the Finance, Equity and Engagement and Legal Departments are currently working with proposed partners to finalize their subrecipient agreements to begin

implementation of the Community Gun Violence Reduction Blueprint. The Blueprint subrecipient agreements will be scheduled for Council adoption during a Regular Council Meeting in March 2022.

F. Alternatives:

- 1. Pass this Council Bill and approve the Community Gun Violence Reduction Blueprint as a Council Policy.
- 2. Do not pass this Council Bill and deny adoption of the Community Gun Violence Reduction Blueprint as a Council Policy. If this alternative is selected, staff requests additional direction from Council.

G. Discussion of Alternatives:

Alternative 1 would approve this Council Bill and adopt the Community Gun Violence Reduction Blueprint as a Council Policy.

a. Advantages

- Supports the City Council Goal "Our City Keeps Our Community Safe" and provides a mechanism to address gun violence as a priority.
- Supports collaboration between local government, law enforcement and community members.
- Maintains the momentum gained over the last four years in terms of accurate identification of high-risk individuals to deter further gun related activity.
- Maintains an organized structure to address community gun violence.
- Supports law enforcement crime data analysis approach to solving gun related crimes.
- Promotes a community engagement approach to strengthen the City's commitment to public safety.
- Would allow for innovative approaches to address race and equity both internally and citywide to improve the health and well-being of residents.

b. Disadvantages

• The use of ARPA funds is only available for two years and the City would need to find other recurring funding to sustain these investments long-term.

Alternative 2 would not approve the Council Bill. If this alternative is selected, staff requests additional direction from Council.

a. Advantages

• Specific advantages would depend on direction provided by Council.

• City Council could provide alternative direction that would more effectively address the gun violence crisis.

b. Disadvantages

- Significant shifts in programming may affect the momentum achieved over the last several years and the partnerships put in place to identify high-risk individuals and to provide intervention and support services.
- **H. Community Input:** Public input was provided on December 14, 2021, when staff presented the proposed Community Gun Violence Reduction Blueprint which included the creation of the proposed Equity and Engagement Department. Comments during this meeting were supportive to the overall proposal; however, some comments made during this meeting opposed Automated License Plate Readers. Staff will work to ensure the community is aware of the Blueprint through various outreach efforts after adoption. The public will have an additional opportunity to provide input at the Council meeting when this topic is discussed.
- **I. Budget Impact:** Based on Council Direction, a budget amendment was approved on February 1, 2022, to amend the FY 2021/22 Annual Budget for the General Fund. This budget amendment allocated ARPA funding for program partners and outside agencies. The below table provides an overview of the estimated costs for external organization and program partnerships proposed within this report:

	Requested
Organization	Amount
Youth and Family Peer Alliance	\$135,900
DREAAM Academy	\$216,000
Champaign County Housing Authority - YouthBuild	\$150,000
East Central Illinois Youth for Christ and STEAM Genius	\$216,300
Champaign Unit #4 Schools	\$526,620
CU Trauma and Resilience Initiative	\$407,704
Carle Hospital Foundation (2-years)	\$400,000
First Followers	\$686,841
Crimestoppers	\$100,000
Research and Evaluation	\$355,000
ARPA Funding Total for Year One	\$3,194,365

There will also be opportunities for the City to fund programmatic activities within the Equity and Engagement Department with grant funding. Grant funding could be utilized to provide support for outside agencies to provide community support services. Future budget amendments will be brought forward for Council consideration if the City is awarded any additional grants. While second year costs and availability of additional grant funding is unknown, staff would recommend retaining an additional \$3 million of ARPA reserve for the second year of Blueprint programming.

City staff also has engaged a contractual grant writer in the amount of \$3,000 to assist staff in the development of the framework that serves as the foundation of the Blueprint. This one-time cost was paid from the City Manager's Office budget. In addition, the grant writer conducted literature review, researched best practices, and identified potential funding sources for sustainability.

J. Staffing Impact: City staff across the organization have spent over 6,000 hours over the past year implementing and developing gun violence prevention/intervention initiatives and participating in various meetings and related activities. The Community Relations Specialist, two Community Relations Managers, a Deputy Police Chief, officers involved in the Street Crimes Task Force, Chief of Police, and a Deputy City Manager all play an active role in coordination and implementation of the City's gun violence deterrence activities. The Community Relations Specialist is employed full-time to implement CU Fresh Start and efforts to deter gun violence as well as support other community-based initiatives to address community gun violence.

Attorneys from the Legal Department provide technical support on an ongoing basis, and the City's Finance Department provides input on a quarterly basis for the preparation of financial reports. Administrative Assistants in the City Manager's Office have spent over 700 hours providing administrative support. Program specific support has been provided by Crime Analysts from all law enforcement agencies and other staff from the Community Coalition partner agencies. Planning Department staff were also involved in developing the Blueprint and conducting the demographic correlations and root cause analyses through the Complete Community Index.

Prepared by:

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Attachments: Attachment A – Prior Council Action

Prior City Council Actions to Address Community Violence:

- At the January 27, 2015, City Council Study Session, staff presented the Community Coalition Long-term Sustainability Model (<u>SS 2015-004</u>). Council directed staff to work with members of the Coalition Executive Committee to transition coordination of the Coalition to the Champaign County Mental Health Board.
- On November 25, 2015, City Council received an Information Only memorandum, "Police Department Implements New Approach to Address Violence".
- In Council goal setting for 2015-2017, Council identified "Our City Promotes Safe and Healthy Neighborhoods" as Goal 3 Council Bill 2016-004.
- At the April 12, 2016, City Council Study Session, staff presented the CU Fresh Start Gun Violence Deterrence Initiative (<u>SS 2016-017</u>). Council directed staff to continue working with the Community Coalition and CU Fresh Start Multi-Disciplinary Team to develop and implement the proposed model and approach of the CU Fresh Start initiative to address gun violence in Champaign County.
- By adopting Council Bill 2016-214, Council approved the City of Champaign entering into an Interagency Grant Agreement with the Illinois Criminal Justice Information Authority under the Edward Byrne Memorial Justice Assistance Grant Program, for an amount of \$127,028 with local matching contribution of \$67,000 from the Champaign County Mental Health Board to cover the costs of a case manager assigned to the Prairie Center (now Rosecrance).
- On May 16, 2017, City Council adopted <u>Council Bill 2017-105</u>, approving a change order to a contract for professional services with Institution Builders Inc. increasing the not-to-exceed amount from \$17,000 to \$35,000. This contract formed part of the City's obligations under the grant agreement to ensure that planning activities included research and analysis of crime data.
- On October 3, 2017, Council adopted <u>Council Bill 2017-191</u> and <u>Council Bill 2017-192</u> and authorized the continuation of a Program Coordinator position for the CU Fresh Start Initiative, subject to the continued receipt of grant funding to cover the cost of this position.
- At the October 17, 2017, City Council Study Session (<u>SS 2017-042</u>), staff presented the CU
 Fresh Start Gun Violence Deterrence Initiative Phase 1 Evaluation Report and Council
 directed staff to continue working with the steering committee to implement the initiative.
- On November 17, 2017 the Council approved <u>Council Bill 2017-217</u> and <u>Council Bill 2017-218</u> to receive \$159,303 in grant funding from the Edward Byrne Memorial Justice Assistance Grant Program as well as amend the fiscal year 2017 / 2018 annual budget revenues and expenditures by \$107,547 in the General Fund.
- On January 5, 2018, the Council adopted <u>Council Bill 2018-001</u>, adopting 2017-2019 City Council Vision and Goals, including the goal "Our City Ensures Public Safety" again featuring an action item to initiate and support programs to reduce gun violence.
- On April 17, 2018 Council adopted <u>Council Bill 2018-046</u> to authorize the City Manager to execute an agreement for professional services between the City of Champaign and Institution Builders Inc. in the not-to-exceed amount of \$22,740 to cover costs of research and data analysis for CU Fresh Start.
- At the November 20, 2018, City Council Study Session (SS 2018-046), staffed presented a summary of Year 2 activities to Council and Council directed staff to continue working with the steering committee to implement the initiative.

- In March of 2019, staff presented for City Council approval of a grant agreement in the amount of \$182,936 to be awarded through the Edward Byrne Memorial Justice Assistance Grant (JAG) Program. The grant of \$182,936 is a combination of funds rolled over from year two equaling \$103,284 and a new grant award of \$79,652.
- On September 3, 2019, the Council approved <u>Council Bill 2019-147</u>, <u>Council Bill 2019-148</u>, <u>Council Bill 2019-149</u> authorizing a two percent increase in City Food and Beverage Tax and amending the Budget and Salary and Staffing Ordinance to create a recurring Community Relations Specialist position to serve as project manager for CU Fresh Start.
- On September 27, 2019, the Council approved <u>Council Bill 2019-169</u> authorizing an agreement for professional services between the City of Champaign and First Followers, Inc. in the not-to-exceed amount of \$53,800 to cover the cost of providing mentoring, job retention coaching, behavior change counseling and a life skills based curriculum to Champaign County residents who are participating in the CU Fresh Start Initiative.
- On December 13, 2019, the Council approved <u>Council Bill 2019-212</u> adopting 2019-2021 Council goals, including "Our City Keeps Our Community Safe" featuring a key action about gun violence deterrence.
- On February 21, 2020, staff provided Council with <u>SS 2020-006</u> CU Fresh Start Gun Violence Initiative Year 3 Update and Future Implementation.
- On January 22, 2021, staff provided Council with <u>SS 2021-003</u> 2019-2021 City Council Goals Progress Report.
- On December 7, 2021, the Council approved <u>Council Bill 2021-162</u> adopting the City Council Vision and Goals for the 2021-2023 Council Term.
- On December 14, 2021, staff provided Council with a <u>SS-2021-037</u> Proposed Community Gun Violence Reduction Blueprint.
- On December 21, 2022 at the Regular Council meeting, Council approved <u>Council Bill 2021-178</u> the contract for a two (2) year agreement with Flock Group, Inc. for the lease and installation of thirty-six (36) Automated License Plate Readers (ALPRs).